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A VISUAL GUIDE INTO THE LIFE OF **EDSA**

SPACE SHAPING
FASHIONING A SENSE OF PLACE

PUSHING TIME
CULTURE, COMMUNITY, LONGEVITY

RESTORED & REJUVENATED
A NEW ERA FOR OLDER RESORTS

MADE IN THE USA
A STRENGTHENING REAL ESTATE MARKET



**WE ARE PASSIONATE
ADVOCATES FOR TIMELESS
DESIGN THAT INSPIRES,
RESPECTS, ENRICHES, AND
SHOWCASES NATURAL
BEAUTY IN HARMONY WITH
CUTTING-EDGE CREATIVITY.**

PUBLISHER

EDSA, Inc.

EDITOR IN CHIEF

Doug Smith, President

EDITOR

Jill Martinez,
Executive Vice President, Marketing

SPECIAL CONTRIBUTORS

Andrea Speedy
Andrew Schmidt
Ashley Schwemmer
Astrid Hoffmann
Bill Estes
Bob Behling
Brandon Huffman
Cara Critchlow
Christian Feneck
Courtney Moore
Danny Vendrell
Derek Gagne
Ed Linquist
Eric Propes
Gabriela Patocchi
Gregg Sutton
Jeff Sauter
Joel Johnson
John Allyn
John Torii
Josh Bauman
Keith Weaver
Kona Gray
Marc Hall
Marco Larrea
Michael Gehari
Mihaela Zaharescu
Mike Meyers
Mike Sheridan
Monica Grigorescu
Mykhailo Ponomarenko
Paul Kissinger
Rich Centolella
Rich Hallick
Rob Hutcheson
Scott LaMont
Seth King
Sheli Lindley

DESIGN & PRODUCTION

helium creative
Bellak Color Printing

PHOTOGRAPHY CREDITS

1 Hotel & Homes
Adam Paris Photography
Andrew Schmidt
Boca Raton Resort & Club
Bill Estes
Corey Weiner
Derek Gagne
Gabriela Patocchi
Gregg Sutton
Ian Dawson
John Torii
Jose Alvarez
Katy Hallgren
Miami Beach Edition
Monica Grigorescu
Newland Communities
Paul Kissinger
Prakash Patel Photography
Scott LaMont
Scott Trees
Thomas Hart Shelby
Yunnan Chengjiang Great Eagle
Resort Corporation

DIGITAL COLLABORATIONS

Arquitectonica
Artist Computer Graphics Co, Ltd.
ArX Solutions
Clayton Perry
Gulf Related
HKS Architects
La Estrella
Lifang Vision Technology Co.
Shanghai Shining Design Co.
Skidmore, Owings & Merrill
(SOM)
Solē Mia Miami
Spine3D

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Of the many responsibilities that come with leadership, one that I am particularly passionate about is facilitating the learning and growth of our employees. Any company with a reputation and track record can likely assemble a critical mass of qualified, even expert, team members but, aligning individuals' skills with a company growth strategy is what effectively lays the groundwork for the evolution and success of people and business alike.

Along with my fellow partners, we have made growth and professional achievement an organizational priority, because we know that our performance is dependent on our ability to cultivate talented people for multi-dimensional leadership roles, both internally and externally. Our commitment to developing leaders throughout our organization provides a wellspring of talent that feeds our progression and in turn, drives new initiatives and helps us maintain a competitive edge.

Establishing a "deep bench" and solid expertise in all corners of an organization requires identifying promising team members early and proactively working to develop their professional growth paths. Simply put, such development requires a commitment to mentorship. To support this aspect of the EDSA mission, we are consistently providing ongoing evaluations of employees' skills, traits, and aspirations. The basis of this evaluation is a series of goals that everyone in the organization sets on an individual, studio team, and firm-wide basis. Helping employees identify their career goals gives us an understanding of where they want to be and what they need to get there. We have found that this approach requires and engages two-way participation by both mentor and mentee.

Another important part of the employee development equation is being able to attract new talent through a strong recruitment program. But it goes beyond hiring talent. It's about hiring people who are passionate and have a desire to engage, participate, and contribute. We assess everyone for potential with an eye toward who is ready to take on leadership roles immediately, in three years, or in five years. With additional soft, technical, and intellectual skill trainings, companies like ours can provide security and a greater sense that – yes, there is room for advancement.

Leadership drives our culture and our culture drives our longevity. It's about identifying people who can fill critical roles across the organization and preparing them to do so. After all, if we are not creating leaders, we are not evolving, and we are certainly not growing. The momentum starts today with us – inspiring tomorrow's leaders to dream more, learn more, do more, and become more.

All the best,

Douglas C. Smith, PLA, ASLA
President

letter from the president

LEADERSHIP

The Art of First Impressions

Psychologists say it takes 7 seconds to make a first impression.

So what makes a great one? Here are our top 7 tips for creating memorable first impressions.

1. Genius Loci

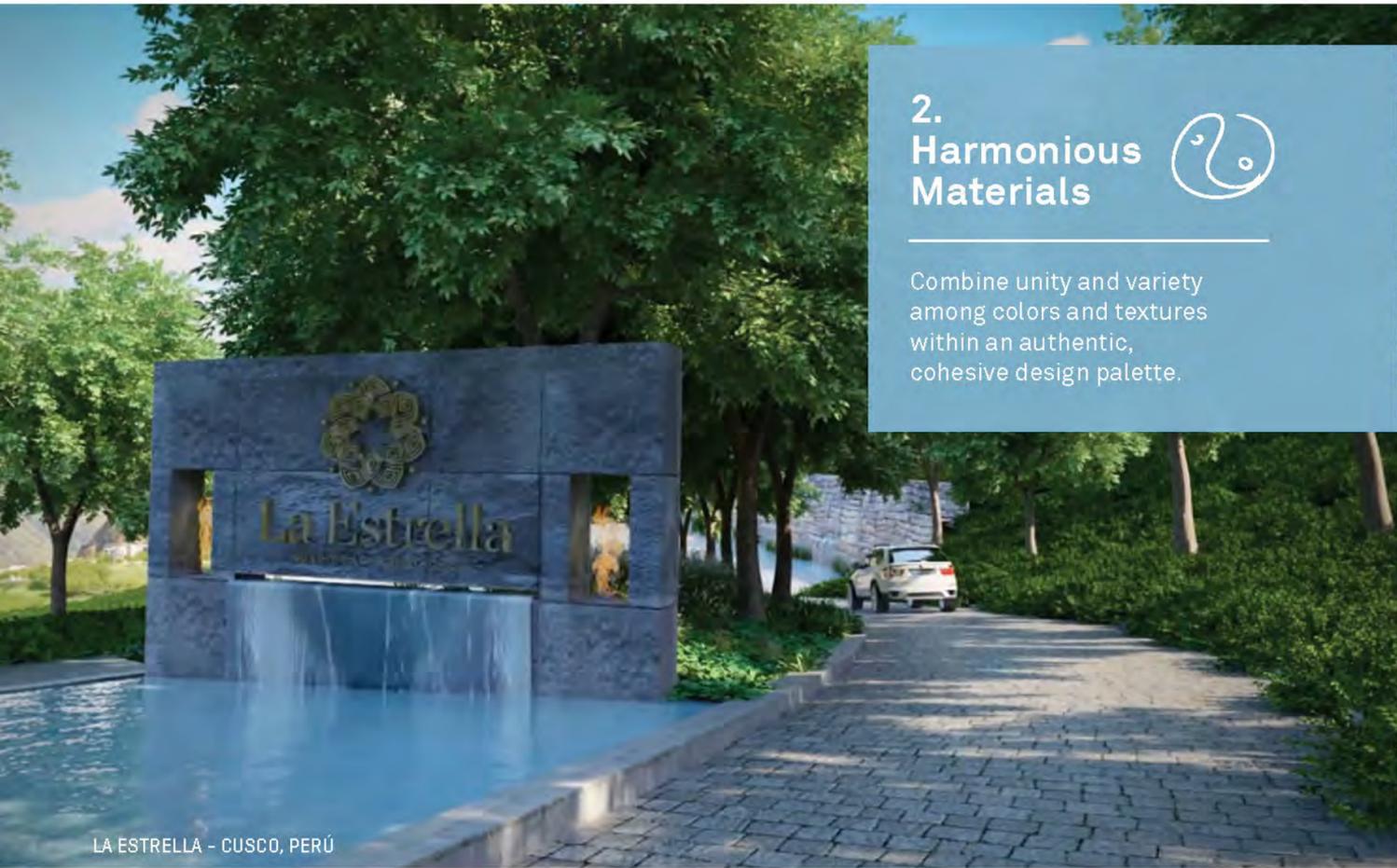


Capture the distinctiveness and pervading spirit of a place from the onset.

“Planning is no longer simply the act of placing a building or structures on a site,” begins Marco Larrea, EDSA Principal. “It now encompasses much more – the entire site in fact. Each and every square foot of space is called upon to create an experience, to immerse people in their surroundings – and imbuing a site’s meaning starts with the first impression.”

This core principle is a primary reason why the composition of an ‘arrival sequence’ has become so central to the overall success of projects. First impressions are now widely recognized as the beginning of important design conversations – and arrival spaces are the introduction. What is visually stated in the first few moments, sets the tone for all that follows with the aim of building positive and enduring associations for users, residents, visitors, and guests.

Amenities and features can make a property memorable and competitive, but arrival areas are indicative of what lies ahead and must capture the essence of the development – the big idea. It isn’t a matter of grabbing attention in the biggest or loudest way, but rather creating a vignette of the full experience that people can appreciate in an instant. “At EDSA, we try to create an arrival experience that tells a story,” explains Larrea. “We seek to blend elements of the land, the people, the culture, and the property’s purpose to ‘prime’ people’s minds and connect them to a space.” Whether a resort, community, campus, or entertainment venue – the objective is the same – establish a sense of place that serves as a functional transition between one world and another.



LA ESTRELLA - CUSCO, PERÚ

2. Harmonious Materials

Combine unity and variety among colors and textures within an authentic, cohesive design palette.



PEPSICO WORLD HEADQUARTERS - PURCHASE, NEW YORK



When preparing the master plan audit for the five-star Mayakoba resort in Mexico's Riviera Maya, Larrea and his team studied the area's Mayan heritage. Once one of the world's most brilliant and successful civilizations, traces of Mayan design and planning can still be seen throughout the area. "People worked, played, farmed, traded, socialized, and even played team sports around a network of civic centers," explains Larrea. "They were connected to each other, and to the land, by the spaces they shared. From this, we drew inspiration for leading travelers into a space where they feel like part of a community." The serene entry plaza at Mayakoba is open and inviting with water gently cascading over slanted walls that direct attention to a simple gatehouse. The design is modeled after the sloping walls of Mayan ball courts, where spectators would gather to watch athletes compete. "The entry communicates that something special is happening here, even if guests are not completely sure of what it is yet."

Culture is often a foundation for design because of its honesty. Early civilizations, even advanced ones like the Mayans, Incas, Egyptians, and Babylonians, dictated that structures work with their surroundings instead of changing the surroundings to fit a plan. Such thinking is why treasured historic spots like Machu Picchu consist of over 700 mountainside terraces and countless stairs rather than carved-out cave dwellings and sloped ramps. This cooperation between land and people permeates cultures across the globe.

Near the ancient Peruvian city of Choquequirao, EDSA is designing a new resort-style community. Celebratory of Inca design, the impressive entryway at La Estrella is

comprised of two symmetrical plazas along the crest of a ridge. "The entire project is reflective of the Incas way of life and traditions," explains Larrea. "Referencing historic practices and ancient village design—stepped terraces, stone walls, and water features create experiential moments that say 'you have arrived'. The culmination of hundreds of years of genius is literally being served to residents in a captivating way." Within the community itself, the remarkable ingenuity of these people, such as their fascinating water collection and irrigation system, is echoed throughout various amenity spaces. By taking clues from history about how to best use the land, the property becomes a natural fit within the landscape and creates a sense of belonging.

The desire to connect with a space and with other people is an essential component of the human experience. Studies have shown that close-knit communities often see lower crime rates and more civic involvement. Similarly, employees that share a common corporate culture are typically more productive and creative. Such is the case with the now widely-publicized corporate campuses at Google and Pixar, where the environment has been designed to both reflect and attract workers.

One of EDSA's legacy projects, the PepsiCo World Headquarters in Purchase, New York, brought together the importance of meaningful arrival areas, personal interaction, and a unified campus. This meant dissolving the line between landscape and architecture to create remarkable exterior spaces that serve as an extension of the work environment. A shared design goal for Ed Stone and Joe Lalli was to balance the practical and the aesthetic, so that employees would thrive in their new location.

3. Articulate Views

Create open and close reveal moments with tree enclosures, gates, rotundas, mangrove fringes, and garden walls.

4. Schemes and Forms

Turn basic elements such as lighting, fire, and water into creative art forms.

We seek to blend elements of the land, the people, the culture, and the property's purpose to 'prime' people's minds and connect them to a space.

Marco Larrea, Principal

"Design is about understanding the user's perspective and creating individual, memorable experiences that also meet the logistical requirements of a space," says Courtney Moore, an Associate Principal at EDSA. At PepsiCo, this resulted in the creative unification of the structures, hardscape, and natural forms from both urban and rural origin. By shifting parking and vehicular traffic to the periphery, the campus plan becomes pedestrian-focused. Moore calls this piece "transformational for its time." The arrival sequence is expressed through a series of open and close views that ultimately bring you to the "front door" of the campus. The pedestrian experience forces employees, visitors, and guests to pay greater visual attention to the tone, scale, style, and connections of the spaces around them. "In essence, the design itself asserts a presence. It's part of a positive message that says 'exciting things are happening here and I want to be a part of it.'"

At PepsiCo, the three-story buildings were set on mounds for prominence, and designed to blend into the land they occupy. Stairways were sculpted into the landscape of rolling hills with gentle ripples meant to recall waves meeting a beach. Water is used throughout the site as an entry fountain welcoming guests and employees, within sunken gardens, a large lake surrounded by walking paths, and tranquil reflecting pools. Also featured prominently throughout the site are awe-inspiring outdoor sculptures by masters like Arnaldo Pomodoro, Auguste Rodin, Henri Laurens, Alexander Calder, and Claes Oldenburg among others. Each art piece defines its own individual space, highlighting the importance of arrival and flow between buildings, other sculptures, and natural elements. “As with any outdoor space, the overall objective is to provide people in this case employees and visitors with a place to reconnect with nature, refresh their minds, and re-energize.” Today, people make a point of visiting the PepsiCo World Headquarters to encounter the gardens and are welcomed at every turn with a series of arrivals that draw them deeper and deeper into the natural environment.

While working in the Middle East, Moore toured the nearby One&Only Royal Mirage, designed by EDSA nearly two decades ago. That first impression remains with him today. “Pulling off of the busy highway into the One&Only, I was blown away by the contrasting intimacy of the arrival with the lively city of Dubai. We progressed through a narrow, lushly landscaped entry drive lined with date palms and columns topped with bowls of fire. I recall the arrival court feeling small and mysterious with bronze statues of camels that appear to have arrived at an oasis.” Upon arrival at the porte-cochère, Royal Mirage staff greets you by name, bows, rings a huge gong and offers a ‘welcome’. “They then escorted me beyond the front doors through a corridor that revealed a magnificent pool area and unbelievable Arabic architecture on all sides. My journey from traveler to guest was complete. It remains one of my favorite travel experiences and has influenced my approach to creating arrival experiences for new opportunities.”

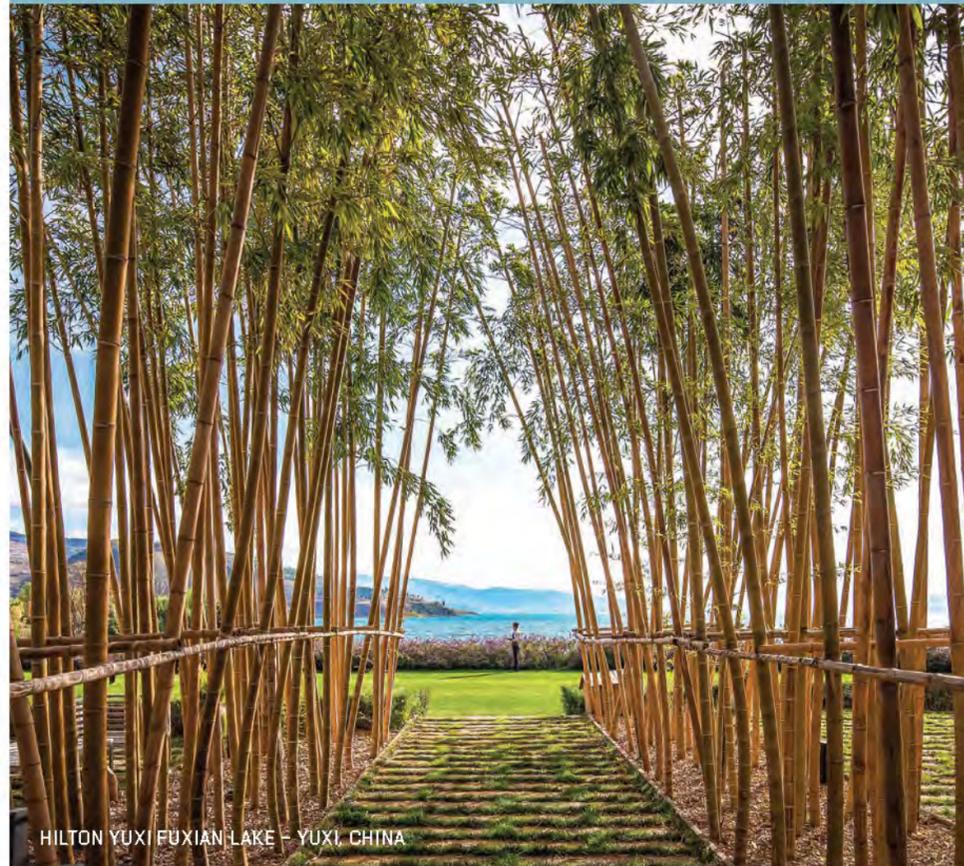
Creating such a memorable entrance requires that designers work from a full sensory perspective. “Amongst all the different projects we work on, we are continually setting the tone, style, and scale for heightening expectations,” says Derek Gagne, a Vice President at EDSA. “The arrival narrative starts the minute someone approaches the property, and we want them to enjoy the experience of getting there. Creating an experience is not about scripting people or prescribing exact behaviors at every point but rather introducing them to a story in which they are the spectators.”

A few hundred feet from the Burj Khalifa, the world’s tallest building, EDSA is in the midst of crafting the arrival experience at the Dubai Opera House. Set in the dynamic core of a burgeoning new cultural district, the sinuous architectural lines of the landscape are inspired by the movement of sound waves emanating from the cultural entertainment hub. In turn, the forms have also been said to call to mind the rich nautical history and heritage of Dubai. Despite its diminutive size in relation to a sea of skyscrapers, the Opera House captures the eye from a distance. This makes it all the more necessary that the pedestrian and vehicular approach live up to the striking, yet subtle exterior, and the understated acoustically engineered interiors that will host some of the most legendary voices and performances on the planet.

5. Seamless Flow



Establish a streamlined, inconspicuous, coherent whole between drive corridors, arrival portals, parking courts, and entry nodes.

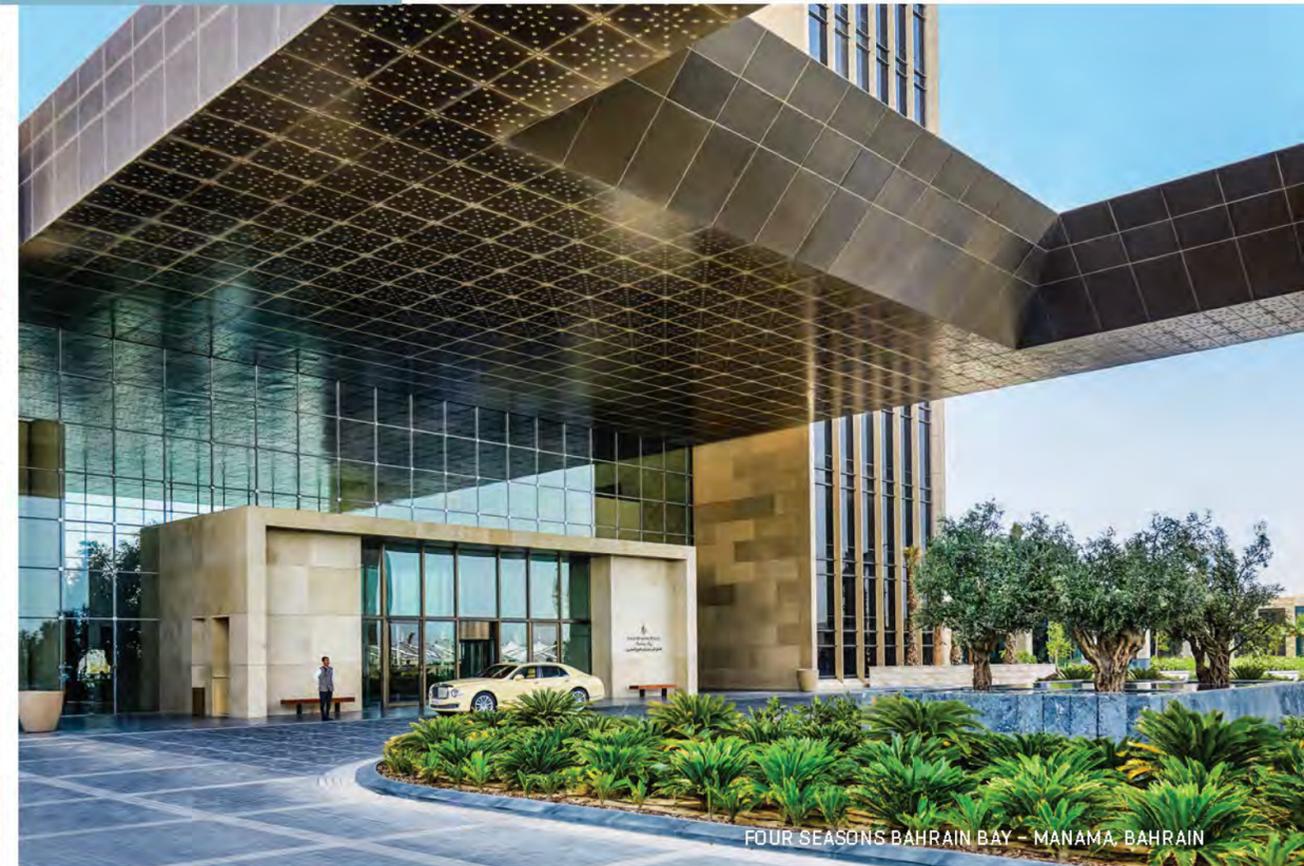


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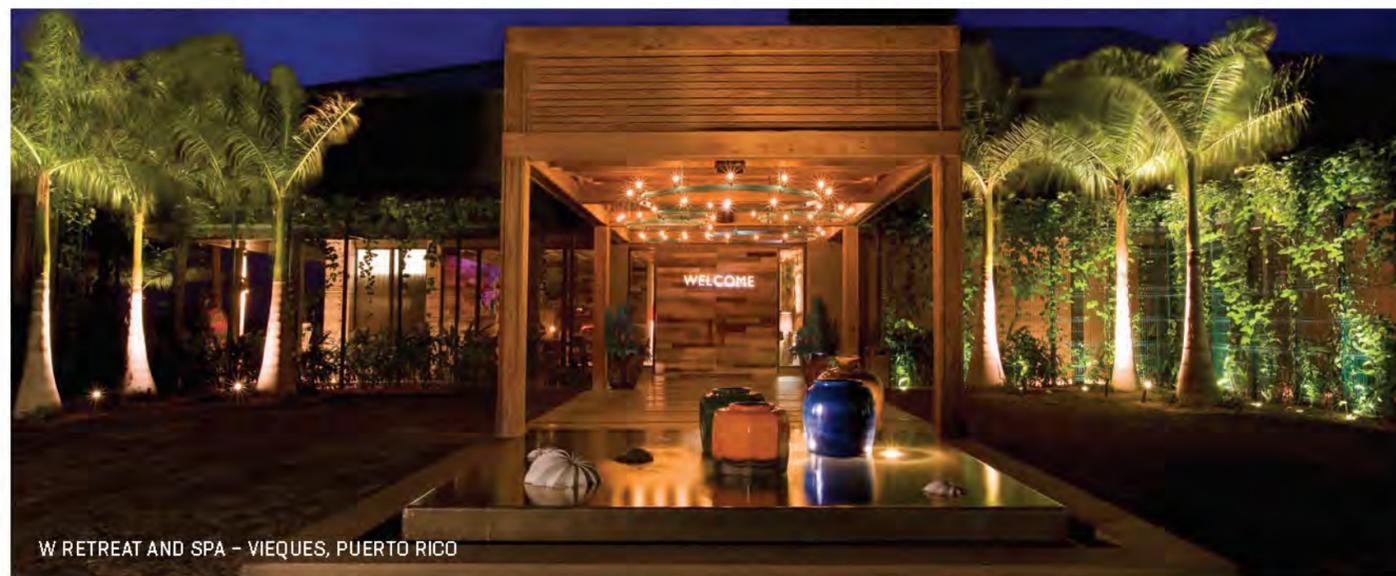
6. Modulated Spaces



Utilize plantings and hardscape as a means to shape spaces and solve visual problems.



FOUR SEASONS BAHRAIN BAY - MANAMA, BAHRAIN



W RETREAT AND SPA - VIEQUES, PUERTO RICO

Design is about understanding the user’s perspective and creating individual, memorable experiences that also meet the logistical requirements of a space.

Courtney Moore, Associate Principal

“It isn’t easy,” says Gagne with a laugh. “There are six or seven different ways to enter the Opera House’s public space so we are creating various landscape narratives major elements working in harmony to unify the area. In response to Dubai’s very formal, regulated traffic flow, we have surrounded the cultural icon with a series of pavement patterns that define the plaza and interrupt the boulevard so guests know they are entering a separate, special area within the district.”

“A place of this stature needs to impart a great first impression, and that’s accomplished through the use of hardscape materials, signage and way finding, and a unique planting palette,” shares Gagne. These elements form the basis for a flexible plaza that will showcase an interactive water jet feature the largest ever designed by water feature specialists, WET Design. The plaza will also accommodate a range of activities from cultural festivals to red carpet arrivals that will enliven the civic space at all times of day. “We are using the landscape as a framework to tell the story and create branding opportunities. In everything we do, it’s about introducing the guest to the narrative before they get to the front door. It’s not about flashiness, it’s about what the user takes away with them when they leave.”

Creating an experience is not about scripting people or prescribing exact behaviors at every point – but rather introducing them to a story in which they are the spectators.

Derek Gagne, Vice President



PARK HYATT DUBAI CREEK GOLF AND YACHT CLUB – DUBAI, UNITED ARAB EMIRATES

However, in some cases, ‘flash’ is precisely what the situation requires. Probably one of the most challenging ‘first impressions’ EDSA has designed in recent years was for the Cosmopolitan, Las Vegas. Originally developed as a condominium, the new owners chose to transform the property into a hotel. “It had not been initially designed with the same prominence that competing hotels like the Bellagio and Wynn commanded. A grand arrival area had been downplayed with the prospect of residents arriving rather than hotel guests,” says Gagne.

EDSA started the project by addressing the atypical relationship that the building had with the Las Vegas strip. By marching an impressive group of palms along the boulevard in front of the hotel’s glass façade of architectural vertical patterns – the curving trunks stand in contrast and add a humanistic and fun interplay between the built and natural forms. “The palms evoke a somewhat chaotic movement, not unlike the crowds of people that fill and flow along the Vegas sidewalks,” suggests Gagne. At the street level, blue glass embedded paving patterns along the sidewalk resemble overlapping spotlights extending from the base of the building. “Since this is how many patrons arrive, the idea was to establish a recognizable feature and memorable experience within the pedestrian corridor.”

For guests arriving by car, the two-story underground space was softened by treating all the surfaces with color rather than keeping the one-note gray concrete. “We couldn’t hide the fact we were taking guests into a garage, so we worked with the architects and made the experience outrageous by installing oversized pottery, plantings, and signage that are more art than way finding.” The effort was successful – as the Cosmopolitan is consistently among the more popular destinations in Las Vegas.

“In capturing one’s imagination, the arrival vernacular must visually transform the usual into something new and unanticipated,” says Moore. “That moment where a place greets you with a surprise experience and exceeds the user’s expectations is unmatched. In planning the physical layout of a site, we have the opportunity to convey the story behind a design – creating a sense of place that is revealed during one’s approach and expressed in the details.”

Everything comes back to how that design conversation should ideally begin. “Do we want people to feel a sense of mysterious awe, energetic excitement, remarkable calm, or something else?” asks Gagne. “That happens well before the front door – and it has to come from the land and surrounding environment.”



7. Immersive Experience



Introduce the development through a landscape sequence that pauses for moments to absorb visual sights, smells, sounds, and textures.

THE COSMOPOLITAN – LAS VEGAS, NEVADA



MADE IN THE USA



THE MOST POSITIVE UPWARD TREND AND PROMISING OUTLOOK IN YEARS HAS INVESTORS AND LENDERS EXHIBITING A GROWING CONFIDENCE IN THE UNITED STATES' STRENGTHENING REAL ESTATE MARKET.

A brightening economy, along with a steady decline in interest rates and an increase in foreign investment, has new development flourishing after a long hiatus. From hospitals and metropolitan corridors, to luxury resorts and residential enclaves, America's real estate market is heating up right as developers are casting wider nets.



PINE CREEK SPORTING CLUB - OKEECHOBEE, FLORIDA



DANIEL ISLAND - CHARLESTON, SOUTH CAROLINA



DID YOU KNOW?

THE MODERN AMERICAN FAMILY

Preferences for housing type and amenities by the peak of the Baby Boom generation and expressive Millennials are influencing urban /suburban choices as consumers seek more budget-conscious alternatives.

“Closer-knit communities with a sense of traditional towns are in. The new ‘haute living’ is a mixture of different product types clustered as integrated neighborhoods.”



Growth of the 18-hour city, resurgence of housing alternatives, and continued success with adaptive reuse have many companies seeking burgeoning opportunities that lie within U.S. soil. With adaptation the key to survival, post-recession real estate activity continues to improve with a greater risk tolerance and open-mindedness toward future development. According to Marc Hall, Associate Principal at EDSA, “Smart response to population shifts, healthcare, hospitality, housing, and refurbishment of city neighborhoods are propelling the U.S. real estate market.”

“In particular, residential development is once again vigorous thanks to pent-up demand across all housing sectors,” says Hall. “Stalled projects that were placed on the back burner are gaining momentum while reflecting changes in consumer tastes and economic realities.” Preferences for housing type and amenities by the peak of the Baby Boom generation and expressive Millennials are influencing urban/suburban choices as consumers seek more budget-conscious alternatives. According to a recent report by Urban Land Institute, in the next five years, 48% of all adults and 73% of all Millennials will move... but to where?

“Demand is giving rise to hybrid, family-oriented neighborhoods that are highly transit-oriented, contain ample mixed-use opportunities, and offer the treasured amenities of an urban core – while providing more space and greater affordability,” suggests Hall. Golf courses are

on the decline due to high carrying costs, while closer-knit communities with a sense of traditional towns are on the rise. Rows of single-family homes along one avenue are passé – instead, the new ‘haute living’ is a mixture of different product types such as single-family, condos, and townhomes – clustered as integrated neighborhoods.

“Rather than designating multi-family in one neighborhood and single-family in another, we are putting them side by side,” says Hall. “There is greater emphasis on a sense of community, common space, and everyone sharing in the neighborhood experience, regardless of housing type.” With quality level and finishes consistent throughout all residences, EDSA’s master plan for 1,500-acre Bexley Ranch accomplishes just that. Varying housing types are designed adjacent to one another with a mixture of front and rear-loaded lots beyond the standard 120’ depth. New configurations incorporate shallow lot depths with wide lot frontage, and clustered housing served by common driveways. “Integrating diverse product offerings take advantage of the natural terrain and minimizes land-use for dwellings. This in turn, allows for more amenity-focused open spaces, walking trails, and a main collector road within the community.”

With consumers’ environmental appreciation and preference for open space pushing forward as key elements in residential design, developers are seeing the value in minimizing streets and maximizing green areas.

SMART RESPONSE TO POPULATION SHIFTS, HEALTHCARE, HOSPITALITY, HOUSING, AND REFURBISHMENT OF CITY NEIGHBORHOODS ARE PROPELLING THE U.S. REAL ESTATE MARKET.

MARC HALL, ASSOCIATE PRINCIPAL

“Consumers are more sophisticated. They look at the land in a different way and understand the environmental impact development has on its preservation. As such, we work extremely hard at keeping the natural features of a property intact,” explains Hall. “The land, its topography, and surroundings must inform design inclusive of drainage patterns, vegetation selection, and the overall vernacular of a community.”

For example, at Panasofkee Preserve in Florida, a community by Walton Development, EDSA’s design retains the natural meadows and integrates a well-planned greenbelt network that links neighborhoods with walking routes, bike paths, and horse trails. “Every foot we ‘shave-off’ the width of a new street significantly reduces the carbon footprint and environmental impacts associated with storm water run-off,” mentions Hall.

While new greenfield residential construction is increasing in the U.S., so is building within city limits. “This is the time for urban America,” says Richard Centolella, a Principal with EDSA. Spurring multi-family construction and urban redevelopment in many U.S. downtowns is the rise in perceived value for working closer to where one lives. “The desire to live, work, and play in the urban core is so strong that cities are becoming popular again, particularly with Millennials who are focused on holistic living – so much so that cities are now beginning to look at neglected, close-in neighborhoods that have potential. Additionally, people are embracing wellness more and want to walk to the office, instead of driving 90 minutes in the morning and two hours in the evening. They want to spend that time with their families, relaxing, or doing something better – like enjoying the outdoors,” explains Centolella.

CITIES SEE THE HIGH LINE AND WANT TO CREATE SOMETHING LIKE IT IN THEIR OWN NEIGHBORHOODS

THE NEXT ERA IS ABOUT FINDING THE BEST WAY TO OCCUPY INDIVIDUAL NICHES IN A WAY THAT PRESERVES CAPITAL AND NOURISHES DEVELOPMENT IN SUSTAINABLE WAYS.

RICHARD CENTOLELLA, PRINCIPAL



Creating the bustling urban cores demanded by America's workforce involves utilizing just the right amount of housing, retail, dining, and walk-to-work offices. A mix of these key features can successfully satisfy new markets and increase investment capital flows. Redeveloping downtown districts is the perfect way to tap in to this new urban transformation. "It ties in with mass transit, it ties in with sustainability, and it ties in with a more holistic way of living," says Centolella. "You don't have to build an entire new infrastructure - you can upcycle and reuse what is already there."

Already, demand for inner city locations in the U.S. is outstripping supply since real estate entrepreneurs have cherry-picked most of the more easily developable downtown sites. Thus, cities are searching for additional economic opportunities, often looking at underused thoroughfares to redevelop. "These corridors already exist, so municipalities are now evaluating them for economic opportunities. How do you turn around areas that have seen better days? How do you layer together development, redevelopment, mass transit, the whole pedestrian realm, along with parks and streetscapes? Public officials want all these layers to come together because revitalized downtowns will result in more downtown residents - which means a larger tax base and stronger futures for their cities."

Centolella points to New York City's High Line - a mile-and-a-half-long linear park in Manhattan built along an elevated section of a disused New York Central Railroad spur that has re-energized the entire surrounding area. Similar to a project in Paris, the Big Apple's inactive High Line was redesigned as an aerial greenway and rails-to-trails park that has been a catalyst for real estate activity in the neighborhoods that lie along the route. "Every city now wants a High Line," jokes Centolella. "People want to be near it, hotels want to locate near it, and residents want to work near it. Other cities see the High Line and want to create something like it in their own neighborhoods."

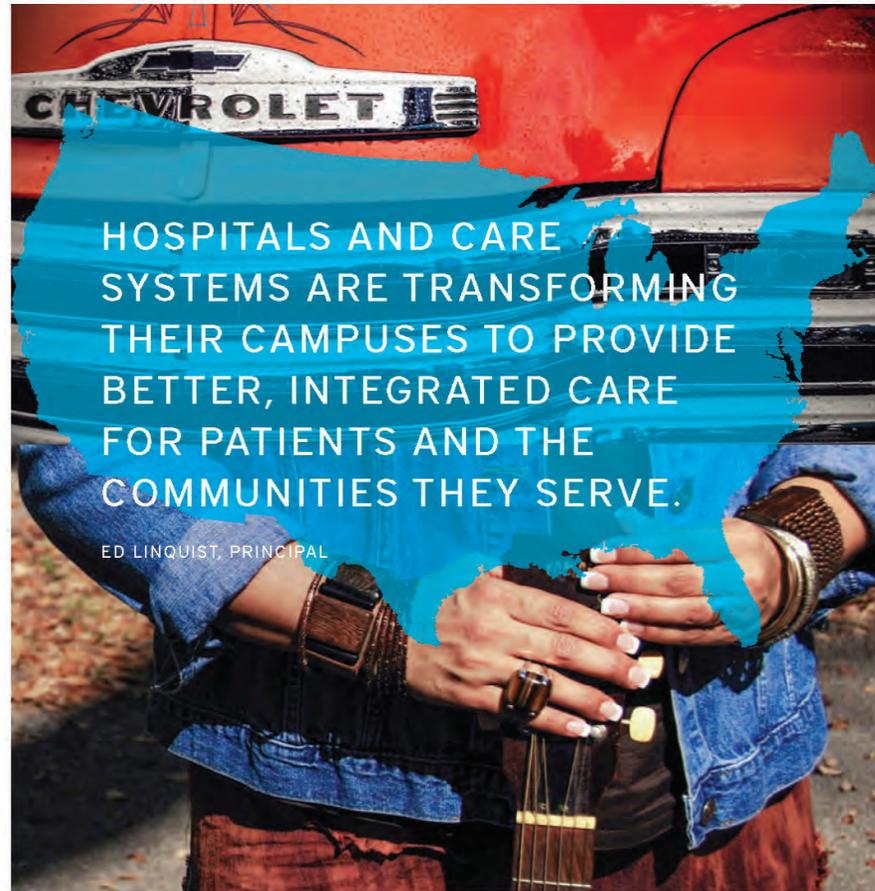
Across the country, in fact, the public realm is a major influencer for quality of life. More than 80 percent of Americans live in urban areas. Cities like Maryland's largest metropolis, Baltimore - already home to the popular Inner Harbor - are actively seeking locations for new inner-city developments. EDSA is working closely with the York Corridor Collective and Loyola University's Maryland Planning, Land Use, and Redevelopment Services team to detail a vision plan for a two-mile neglected corridor in north Baltimore. York Road is considered one of the City's traditionally strong transportation routes with an equally robust residential backbone. "It is one of the most populous and stable parts of the City, with rough patches only a few blocks from thriving successes," says Centolella. "We conducted a detailed analysis of the existing conditions, prepared alternative concepts, and offered recommendations for building renovations, site improvements, adaptive re-use of structures, and redevelopment of vacant and underutilized sites along the corridor." EDSA presented Baltimore officials with an action plan and blueprint of implementable items to share with property owners, businesses, communities, institutions, and potential investors.

Baltimore is not alone in seeking to participate in the real estate resurgence. Other metropolitan areas are looking to revitalize less-than-stellar areas too. In Allentown, Pennsylvania, EDSA prepared the Lehigh River Waterfront master plan for 1.5 miles of shoreline to enhance public space and encourage economic growth. "We wanted to frame future public and private riverfront redevelopment initiatives by building upon the success of existing riverfront destination while creating a stronger critical mass of activity," says Centolella. Transitioning the industrial and utility uses toward grander open space created quality mixed-use development opportunities. "Our plan showcases how the Lehigh River Waterfront could reach its potential as a balanced, live-work-tourism destination."



Impressive employment growth is the story behind the uptick in local economies and the Sunshine State is no exception. “It’s a combination of things,” says Ed Linquist, EDSA Principal. “Funds for U.S. real estate are growing every day and international money is looking to invest beyond gateway and coastal cities.” With a greater appreciation for geographic and demographic diversification, Florida seems to be a top choice. “Florida doesn’t have a state income tax, so the cost of establishing a business or moving one here is less than other states. There is also excellent cooperation between local governments and private industry – and Florida’s university system works closely with the business world to innovate and implement various ventures.”

In addition to broader economic factors affecting all commercial property types, the U.S. demand for medical services is expected to skyrocket over the next decade due to demographic trends and new healthcare legislation. Unlike previous growth spurts, the new wave of healthcare expansion extends beyond stand-alone towers, beds, and operating rooms. Evolving payment models, shifting patient and workforce demographics, political and regulatory pressures, and the Affordable Care Act are building the push for dramatic change in the health care field and how services are delivered. “Hospitals and care systems are transforming their campuses to provide better, integrated care for patients and the communities they serve,” says Linquist.



Generally, hospitals are taking a more aggressive posture, pushing forward with distributed networks of healthcare facilities. Well-located medical office buildings (MOBs), strategically positioned throughout communities, are highly desirable as they can achieve higher operational efficiencies at lower operating costs. In addition to MOBs, other non-medical real estate properties are becoming important components of hospitals’ comprehensive approach to building healthcare networks. In particular, spaces and pad sites with retail centers and park environments are forming health systems’ increasingly brand-specific, front-line facilities.

At Florida Hospital, Winter Garden, EDSA master planned a community-friendly campus with a strong bond to the public. Breaking the boundaries of the traditional hospital facade, the quasi-mixed use development grounds are peppered with greenways, gardens, and fitness trails. “We wanted the campus to blend in with the area so we created a robust ‘green spine’ pedestrian link that connects with existing commercial areas adjacent to the site,” shares Linquist. The spine provides a strong pedestrian flow and features a future healing garden, social spaces, and resting areas. “Hospitals today don’t want to be a place where people only go when they’re not feeling well or to visit someone.” Linquist continues, “They want to be open and accessible to the public, considered an integral part of the community, and just happen to be where people go to get well.”

Because Florida Hospital wants more interaction with the community and to welcome residents to the campus, restaurants are placed within perimeter buildings for easier accessibility. “The Design Team made a concerted effort to connect pedestrian paths to community walkways, and ensure transportation to and from the campus to surrounding neighborhoods was readily available,” says Linquist. “We also designated areas for future community gardens to encourage residents to partner with Florida Hospital through horticulture.”

An hour north, EDSA’s master plan for the 35-acre Florida Hospital campus in Apopka includes an 80-100 bed hospital tower, medical offices, an emergency room, helipad, and healing gardens. “Our design recreates the natural landscape with native oak and pine trees as well as sable palms,” Linquist adds. Representing the trend for healthcare and community integration, this project unites the hospital and residents – seamlessly mixing healthcare services into a neighborhood.

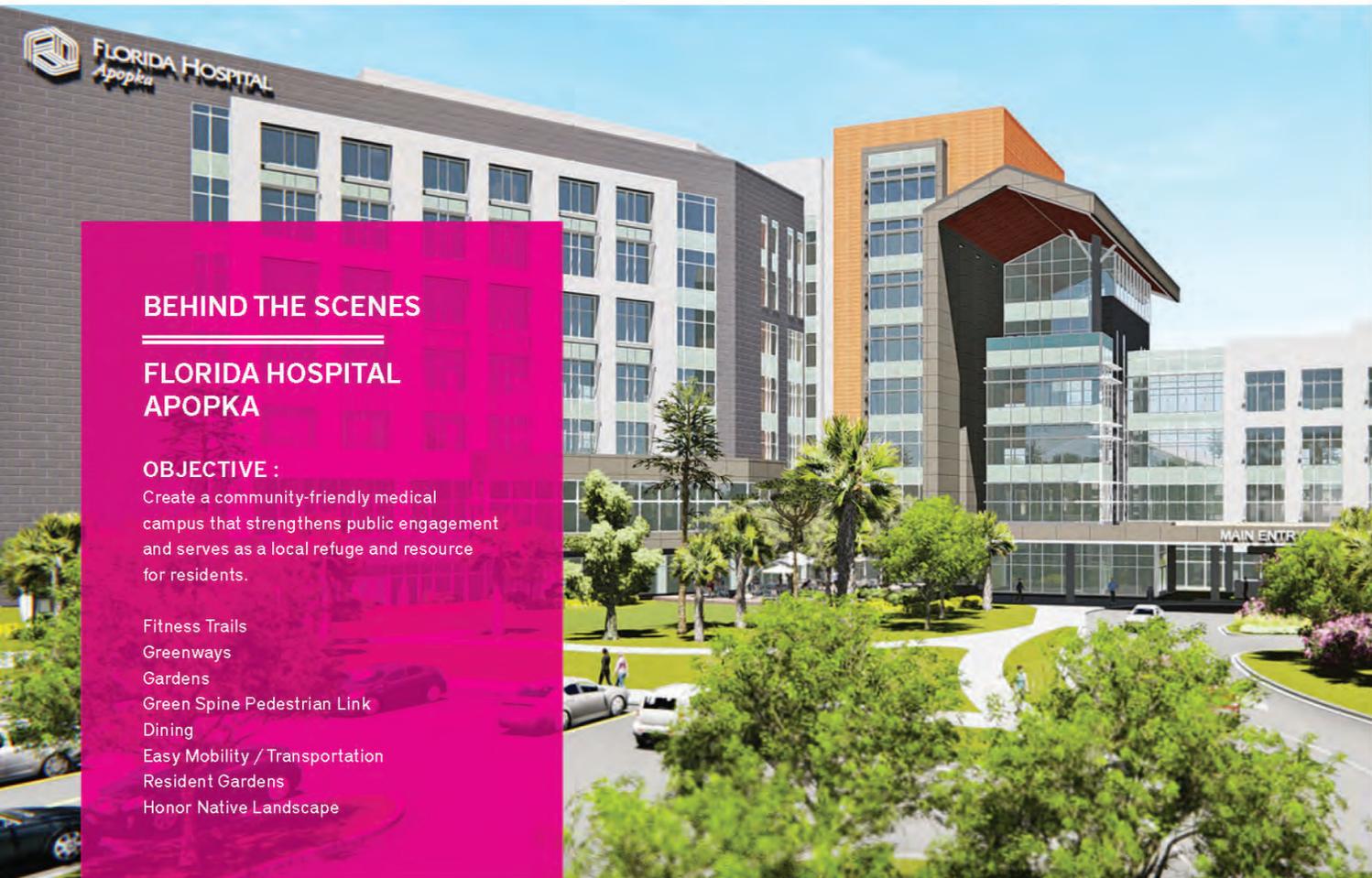
Healthcare is not the only commercial real estate sector reporting increased activity. At Lake Nona, a 7,000-acre planned community southeast of Orlando International Airport, EDSA designed the first phase of their town center. Serving as a gateway to future commercial development, the area shines with iconic architecture, mixed-use retail, hospitality, restaurants, and an expansive urban plaza. “Abutting cow pastures and the neo-contemporary neighborhoods, EDSA’s vision was to create a hub of entertainment with palm groves, open lawn areas for events, dynamic paving patterns, and a signature multimedia experience,” says Linquist.



HOWARD HUGHES MEDICAL INSTITUTE - CHEVY CASE, MARYLAND

The focus of Lake Nona Town Center is the creation of an immersive experience. The first phase will include restaurants, a four-story office building, apartments, and a dual-brand Marriott hotel, as well as green areas for festivals. “Lake Nona wanted something very special so we introduced a multi-media display including a photovoltaic feature. Interactive kinetic images and message center create an ever-changing collage of moving shapes,” says Linquist. “The design is intended to bring a new dimension to a dynamic town center so that residents don’t just go there to shop – they stay and find ways to become involved.”

The resurgence of the American real estate industry is expected to bring even more projects – and more innovative developments – to fruition in the years ahead. “This next era is about finding the best way to occupy individual niches in a way that preserves capital and nourishes development in sustainable ways,” concludes Centolella.



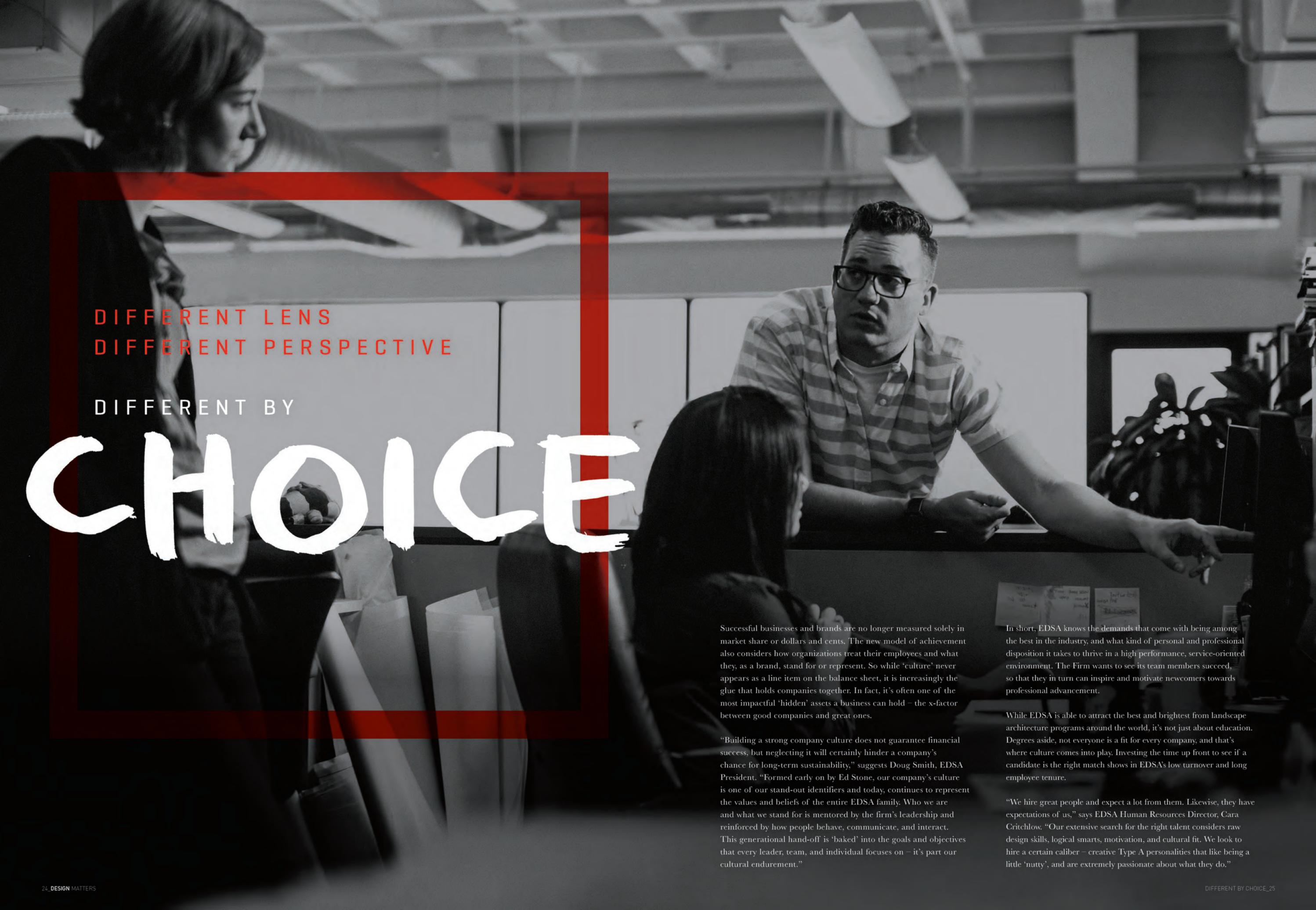
BEHIND THE SCENES

FLORIDA HOSPITAL APOPKA

OBJECTIVE :

Create a community-friendly medical campus that strengthens public engagement and serves as a local refuge and resource for residents.

- Fitness Trails
- Greenways
- Gardens
- Green Spine Pedestrian Link
- Dining
- Easy Mobility / Transportation
- Resident Gardens
- Honor Native Landscape



DIFFERENT LENS
DIFFERENT PERSPECTIVE

DIFFERENT BY

CHOICE

Successful businesses and brands are no longer measured solely in market share or dollars and cents. The new model of achievement also considers how organizations treat their employees and what they, as a brand, stand for or represent. So while 'culture' never appears as a line item on the balance sheet, it is increasingly the glue that holds companies together. In fact, it's often one of the most impactful 'hidden' assets a business can hold – the x-factor between good companies and great ones.

"Building a strong company culture does not guarantee financial success, but neglecting it will certainly hinder a company's chance for long-term sustainability," suggests Doug Smith, EDSA President. "Formed early on by Ed Stone, our company's culture is one of our stand-out identifiers and today, continues to represent the values and beliefs of the entire EDSA family. Who we are and what we stand for is mentored by the firm's leadership and reinforced by how people behave, communicate, and interact. This generational hand-off is 'baked' into the goals and objectives that every leader, team, and individual focuses on – it's part our cultural endowment."

In short, EDSA knows the demands that come with being among the best in the industry, and what kind of personal and professional disposition it takes to thrive in a high performance, service-oriented environment. The Firm wants to see its team members succeed, so that they in turn can inspire and motivate newcomers towards professional advancement.

While EDSA is able to attract the best and brightest from landscape architecture programs around the world, it's not just about education. Degrees aside, not everyone is a fit for every company, and that's where culture comes into play. Investing the time up front to see if a candidate is the right match shows in EDSA's low turnover and long employee tenure.

"We hire great people and expect a lot from them. Likewise, they have expectations of us," says EDSA Human Resources Director, Cara Critchlow. "Our extensive search for the right talent considers raw design skills, logical smarts, motivation, and cultural fit. We look to hire a certain caliber – creative Type A personalities that like being a little 'nutty', and are extremely passionate about what they do."



WE HAVE BUILT PROGRAMS THAT ENCOURAGE AND CULTIVATE A LIFE IN WHICH VALUES, ACTIONS, SOCIAL CONTRIBUTION, AND PERSONAL GROWTH EXIST IN HARMONY

CARA CRITCHLOW, HUMAN RESOURCES DIRECTOR

While the choices employees face cannot be regulated by a black-and-white rule book, EDSA has an established system of core values that everyone can reference when making decisions and a code of conduct that is expected. “We put a lot of effort into reinforcing our company culture so everyone has a clear understanding of our values and mission. We expect our people to put their best foot forward and we work hard to provide them with the tools they need to be happy and perform at their best. This goes hand-in-hand with recognizing and rewarding their achievements and milestones,” shares Critchlow.

So why does the firm care about core values? “We feel that respect is the fundamental value that allows people to be their best possible selves,” says Smith. “However, also of great importance is the way we function within a team environment. Collaboration is at the essence of everything we do and everything that happens – internally, with consultants, and with our clients.” With teams working on projects across the globe, frequent design reviews serve as interactions that bring people together in a positive way. “We listen to each other. We respect creative thinking and creative differences, and we provide opportunities for people to contribute their boundless ideas. There’s no room for personal agendas or social politics. It’s all about creating the best designs and solutions for our clients. Engaging employees and soliciting

feedback helps them understand that their talents are being utilized for a greater purpose. Creating a culture where that feedback is nurtured and valued as part of the creative process is key to producing design outcomes that exceed expectations,” explains Smith.

Welcoming feedback and maintaining honest communications are the hallmarks of a good employee retention strategy. “We can’t guess what’s important to our employees. We have to provide them with opportunities to communicate with us and sometimes that requires getting out of our comfort zones as leaders,” Smith admits. In addition to daily work interactions, EDSA regularly conducts employee surveys to garner feedback and to maintain a pulse on company moral. Special assignment committees, focused task force teams, and stretch assignments help individuals grow and reach the next level. “We push individual contributors to continually communicate and focus on getting better, while also applauding accomplishments. This breeds trust and openness, which reinforces our cultural mission and our core values.”

Ben Franklin encouraged people to burn the midnight oil because it demonstrated a person’s persistence and character, and in turn, a person’s value. But, for the generations that make up the majority of today’s workforce, fulfillment beyond hours worked and compensation is expected.



COLLABORATION IS AT THE ESSENCE OF EVERYTHING WE DO AND EVERYTHING THAT HAPPENS-INTERNALLY, WITH CONSULTANTS, AND WITH OUR CLIENTS.

DOUG SMITH, PRESIDENT

LIVE. WORK. BALANCE.

FUN HAPPENS WHEN PEOPLE FEEL WELL-CONNECTED, WHERE THERE'S MUTUAL RESPECT, OPEN COMMUNICATION, ACCEPTANCE FOR WHO PEOPLE ARE...



GABRIELA PATOCCHI, ASSOCIATE

A recent study conducted by The Intelligence Group reveals that 88% of the current work force desires 'work-life integration' – the ability to optimize one's talents, time, and abilities to yield their best productivity and best personal life balance. When work is more fluidly integrated with life, it becomes something people do to leave the world a better place – something that fulfills in ways a simple paycheck never can.

"We are constantly looking for ways to work smarter, rather than simply working harder," says Smith. Using technology, allowing for flexibility in schedule, encouraging mental and physical well-being, and formalizing ways in which employees engage with the community are all means by which to encourage a blending of personal and professional commitments. Creating and maintaining a supportive and healthy work environment ultimately strengthens employee loyalty and contributes to productivity.

EDSA Associate, Gabriela Patocchi struggled with balancing family and work. "It is really important for me to be successful as both a mother and a professional. The guilt associated with not feeling I was doing either to the best of my ability was stressful and disappointing. EDSA has given me the flexibility to be successful on both fronts – understanding that on any given day, it may not be 'balanced.' I realized it wasn't about choosing but creating my own boundaries and being effective in how I spent my time. I now make almost every ballet performance and likewise every client meeting."

Companies that have implemented work-life integration programs recognize that employee welfare affects the bottom line. As employees feel their contributions, time, and lives are valued, they are more likely to be engaged in their work and as a result, their productivity increases. "In order to retain top talent, we have built programs that acknowledge, encourage,

and cultivate a life in which values, actions, social contribution, and personal growth exist in harmony. When team members are happy at work, they are better collaborators, they contribute to common goals, and they are more innovative," shares Critchlow. EDSA also provides a generous vacation policy, floating days off, summer hours, and holiday time giving employees extra opportunities to reconnect with their families and friends.

The physical work space is also important to productivity and creativity. EDSA has invested in creating a high-performance work environment within which employees can relax and refuel during their day. "Our family-like atmosphere brings a positive energy into the workplace", says Patocchi. "There is always music playing throughout the Studios, a birthday or holiday celebration, and a ritual Monday morning meeting that keeps everyone in the loop on current projects and happenings."

Everyone wants to experience a sense of enjoyment at work. "Fun happens when people feel well-connected, where there's mutual respect, open communication, acceptance for who people are, and everyone's collaborating for the same goal," explains Patocchi. When teams are working well together, it makes it easier to be spontaneous and have some fun – whether it's a last-minute happy hour after a project launch or a brief pause in the afternoon to tell stories and have a few laughs over topics that have nothing to do with work.

At EDSA, positive energy is also accompanied by a great benefits package. Full-time employees participate in profit sharing and 401K programs, comprehensive health insurance, wellness initiatives, and a flexible work environment. According to Critchlow, "we have a rich benefits package and are very understanding when it comes to our employees' needs, inclusive of their desires to engage in the community."



CULTURE

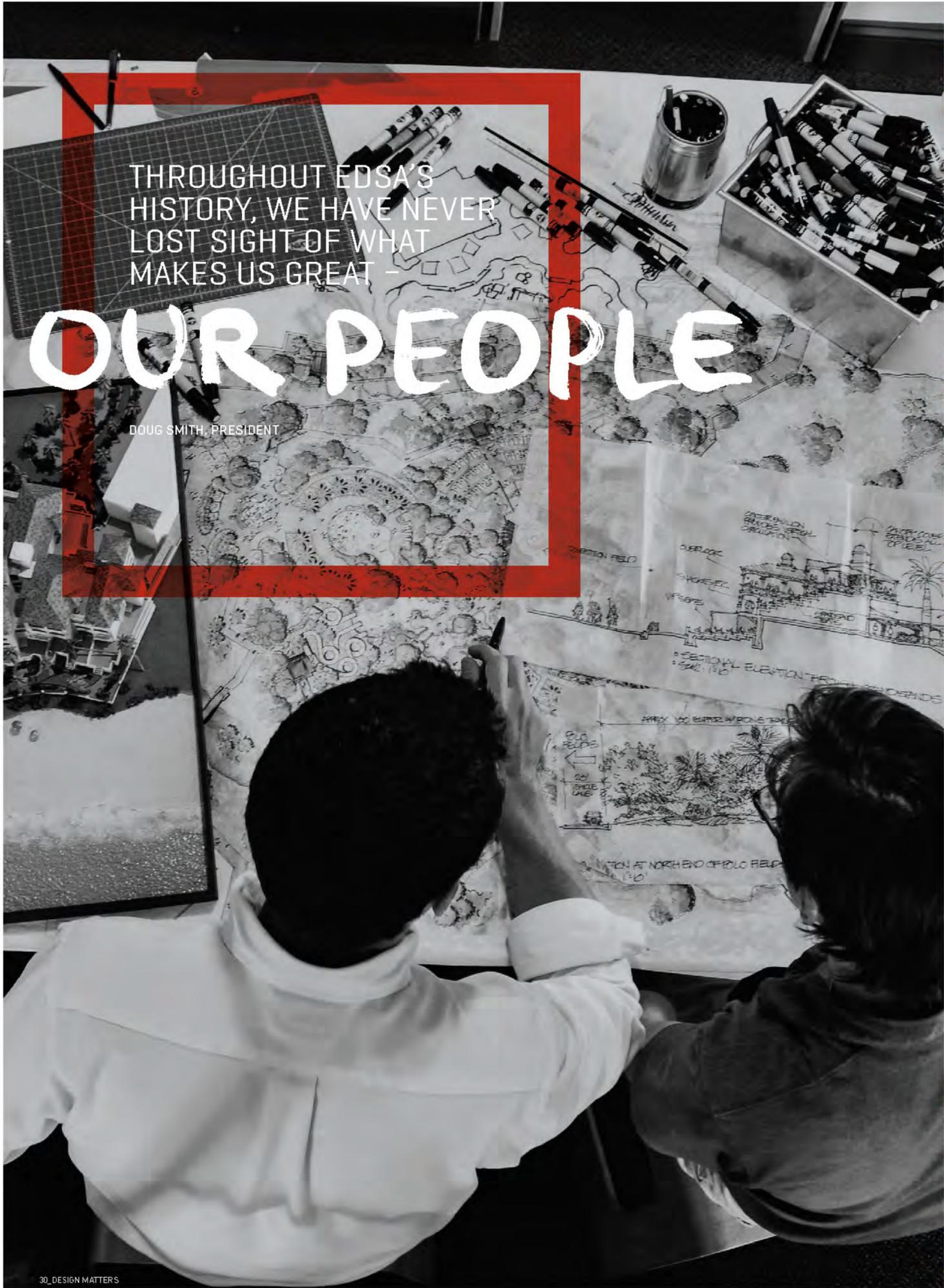
[EDSA CORE VALUES]

- 1 DESIGN WITHOUT LIMITS
- 2 BE AN ABSORBENT OBSERVER
- 3 STAND PROUD, STAND TALL
- 4 BE HAPPY
- 5 LEVERAGE OUR COLLECTIVE BRILLIANCE
- 6 EMBRACE OUR GREATER PURPOSE
- 7 TALK WITH ME
- 8 LET DIFFERENT BE THE NEW NORMAL
- 9 DEDICATE OURSELVES TO SUCCESS
- 10 LIVE THE LEGACY

THROUGHOUT EDSA'S HISTORY, WE HAVE NEVER LOST SIGHT OF WHAT MAKES US GREAT —

OUR PEOPLE

DOUG SMITH, PRESIDENT

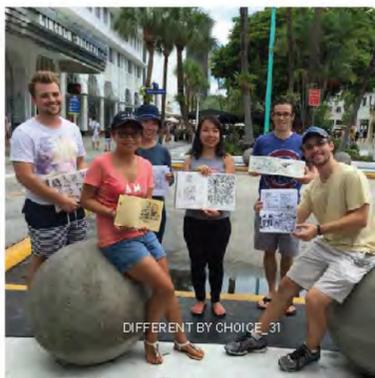


Both Ed Stone and Joe Lalli possessed a strong philanthropic ethic and generous spirit of giving. In turn, they encouraged everyone around them to get involved. “Whether participating in Habitat for Humanity, running a marathon for charity, or joining a professional organization, everything we take on helps us grow as individuals,” relates Critchlow. EDSA participates in local sports leagues, enjoys happy hour networking socials, collectively attends art/nature walks, and participates in national events such as Park(ing) Day. “This gives our team an opportunity to have fun in a setting outside the Studio blending what interests them and what excites them.” EDSA also hosts an Annual Retreat a day of team building, out-of-the-box thinking, and comradery that encompasses a community driven charity event.

Aside from benefits, continuing education helps provide employees with more knowledge and a sense of continuity in professional growth. Attending conferences, graphic workshops, design charrettes, product lunches, and new software tutorials keep employees up to date with constantly changing industry trends. These hard skills are supported

by soft skill training programs, leadership activities, and on-the-job mentoring that happens every day. “Everyone here is eager to learn. It’s in our DNA. I’ve transitioned from a patient observer to an active mentor, where I now have the responsibility to transfer my knowledge and experience. This is a professional honor,” boasts Patocchi.

Understanding what inspires and motivates employees to perform at their highest levels is representative of a culture and a climate of positivity, productivity, and collaboration that can propel individuals, teams, and whole organizations forward. “Throughout EDSA’s history, we have never lost sight of what makes us great — our people,” says Smith. “We must continue to not only mentor junior staff on how to be great designers but also how to be contributing members of the profession and of society. It’s important that every employee not only has a great place to work, but that they possess a passion for what they do each and every day. To evolve and expand, we must also understand how to adapt and change as the needs of our EDSA family change.”





RETAINING THE RIGHT BALANCE BETWEEN GROWTH AND COMMERCE WITH SENSITIVITY TO REGENERATING ECOLOGICAL AND SOCIAL SYSTEMS IS FUNDAMENTAL TO INNOVATION.

KONA GRAY, PRINCIPAL

EVOLVING PARADIGMS

EDSA's three fundamentals for retaining the right balance of innovation in responsible development:



Can a college campus be designed to 'educate' students about sustainability and serve as a daily reminder of the fragility of our planet?

It can, it must, and it's already happening. Designed by EDSA, the new campus for the Instituto Técnico Superior de Cocina Panamá (ITSC) will be one of most environmentally sensitive universities ever built. "We wanted the site to be net-zero energy source," explains Kona Gray, EDSA Principal, "where the total amount of power required to sustain the campus equals the amount of renewable energy created." With no electricity drawn from the city's grid, officials plan to use the site as a showcase for responsible development where land preservation and greater empathy for the environment are highlighted.

"Landscape architects have a deep sense of respect for the earth and nature," says Gray. "We are trained to be stewards of the land, and at times that can seem like a contradiction to development. Opportunity lies in creating high performance landscapes that are self-sustaining and productive. Retaining the right balance between growth and commerce with sensitivity to regenerating ecological and social systems is fundamental to innovation."

As a profession, landscape architects seek to safeguard and ensure the health and well-being of people and place. In much the same way that Frederick Law Olmsted, considered the father of landscape architecture in the United States, designed New York's Central Park with Calvert Vaux, conservation of natural resources and scenic beauty is crucial to quality design. However, with seven billion people currently populating planet Earth, addressing the unequivocal effects of climate change and global warming as revealed in weather patterns, food security, animal/plant life, and ever-changing water systems practitioners must deal with shifting paradigms.

"Nature does not exist in a vacuum, and it's our job to design developments that complement natural systems and quite frankly positively contribute to the social, economic, and environmental fabric of communities," advocates Paul Kissinger, EDSA Principal. "With a strategy that focuses on aesthetics and usability, our designs must encourage people to return outdoors and reconnect with the natural world. That means making the right land-use decisions as to where, how, and by what intensity development happens."



WUHAN EAST LAKE GREENWAY - WUHAN, CHINA



INSTITUTO TÉCNICO SUPERIOR DE COCINA - PANAMÁ, REPÚBLICA DE PANAMÁ



As the human condition continues to evolve, EDSA designers are addressing societal themes such as increased longevity, childhood obesity, extended families, and healthier lifestyle alternatives. “People want to live healthier and remain active longer,” suggests Eric Propes, an Associate Principal at EDSA. “Across generations, folks are gaining a better understanding of the holistic benefits of exercise and proper nutrition – and responsive design must provide for these opportunities. As such, we are shifting our thinking on how communities are taking shape and integrating those benefits into everyday life. For instance, parks are offering a variety of health-focused alternatives which become catalysts for outdoor activities, and pedestrian networks offer improved connectivity within and among neighborhoods.”

In China, EDSA is involved with the redevelopment of the 3,500-year-old city of Wuhan, the most populous metropolis in Central China. Wuhan boasts one of the largest city lakes within the Hubei Province where residents gather each day. “The system of bike trails around the lake is one of the City’s natural amenities – so we are reintroducing this interactive space as a driving force for movement and activity,” shares Propes. “Because the lake is already a popular destination, we are creating a more socially sustainable environment where people can enjoy the outdoor park-like atmosphere.”

“Unlike years past, residents are leaving their homes, taking advantage of nature, and engaging with the outdoors more. Children playing in the lakeside park, parents riding bikes, and grandparents strolling along neighborhood pathways are important scenarios today,” says Propes. “The design paradigm is shifting because the general public is seeking the added benefits of being outside and interacting with others in the community. With the natural world becoming increasingly more vital to quality of life – community planning is evolving to incorporate it.”

On the flip side, real estate entrepreneurs are also becoming more conscious of the changing paradigms. It helps that many are younger, well-traveled, and listening to their future residents. “Consumers, particularly Millennials, want owners and developers to appreciate the consequences of how they treat the earth,” says Gray. “Owners are more aware of sustainability issues because of its direct economic impact – and they fully understand the benefits of not disturbing the natural flow of land and are comfortable with it.”

EDSA had the opportunity to design for the future when creating the Instituto Técnico Superior de Cocina Panamá (ITSC) educational campus. Emphasizing sustainability, EDSA’s plan calls for 50% of the total site to remain open space. The design also seeks to maximize site opportunities while minimizing the impact of construction and development. “Leaving half the site untouched takes some effort,” expresses Gray. “A preliminary plan by the engineers located a 400-meter running track in an area that would have unnecessarily disturbed the native vegetation. We suggested the track be relocated to a place that would use vegetation as a bio-filter, cause less disruption, and function as a catchment area. In essence, the water will be cleaner when it leaves the campus than when it entered.”

In another example, EDSA is designing the Xingyi Grand Gorge destination in the rurally-rich Guizhou Province. The 172-acre mixed-use community features single-family, corporate and duplex villas, as well as high-rise residences, and a luxury hotel. An expansive greenway system is planned for the community, and designers are taking advantage of the 100-year-old natural spring on the property. “The spring, which flows through the entire site, is what farmers historically used to irrigate crops,” relates Propes. “Since the system is already there, adaptation of the natural spring allows us to recapture rainwater for irrigation rather than installing a separate structure. Using what nature designed improves efficiencies. By preserving the natural contours of the gorge, we’ll showcase the pristine resource with minimal disturbance to the land and that’s important. Designing with a smaller footprint and environmental sensitivity are major selling points.”

The world’s rising oceans is another future concern impacting the work of landscape architects. Scientific research indicates that sea levels have been rising at a rate of 0.14 inches per year since the early 1990s. This trend puts thousands of global, coastal cities at risk. “We all know it’s coming, so we have to decide what to do now,” says Kissinger. How do we adapt design to deal with climate change? If we have to raise buildings six feet off the ground due to new FEMA regulations, how does that affect the way we engage people in public spaces?

“We’re also considering the impact of major catastrophic events. Today, in certain locations, we are creating additional dunes along oceanfront development in case of major hurricanes. One recent storm took out five feet of sand where we had built dunes. In the gaps where dunes were not installed, everything – guardrails, roads, and sidewalks – was destroyed. We must make sure that what we design now protects the environment in the future.”

So

social

THE EAST LAKE VISTA GATEWAY IN WUHAN

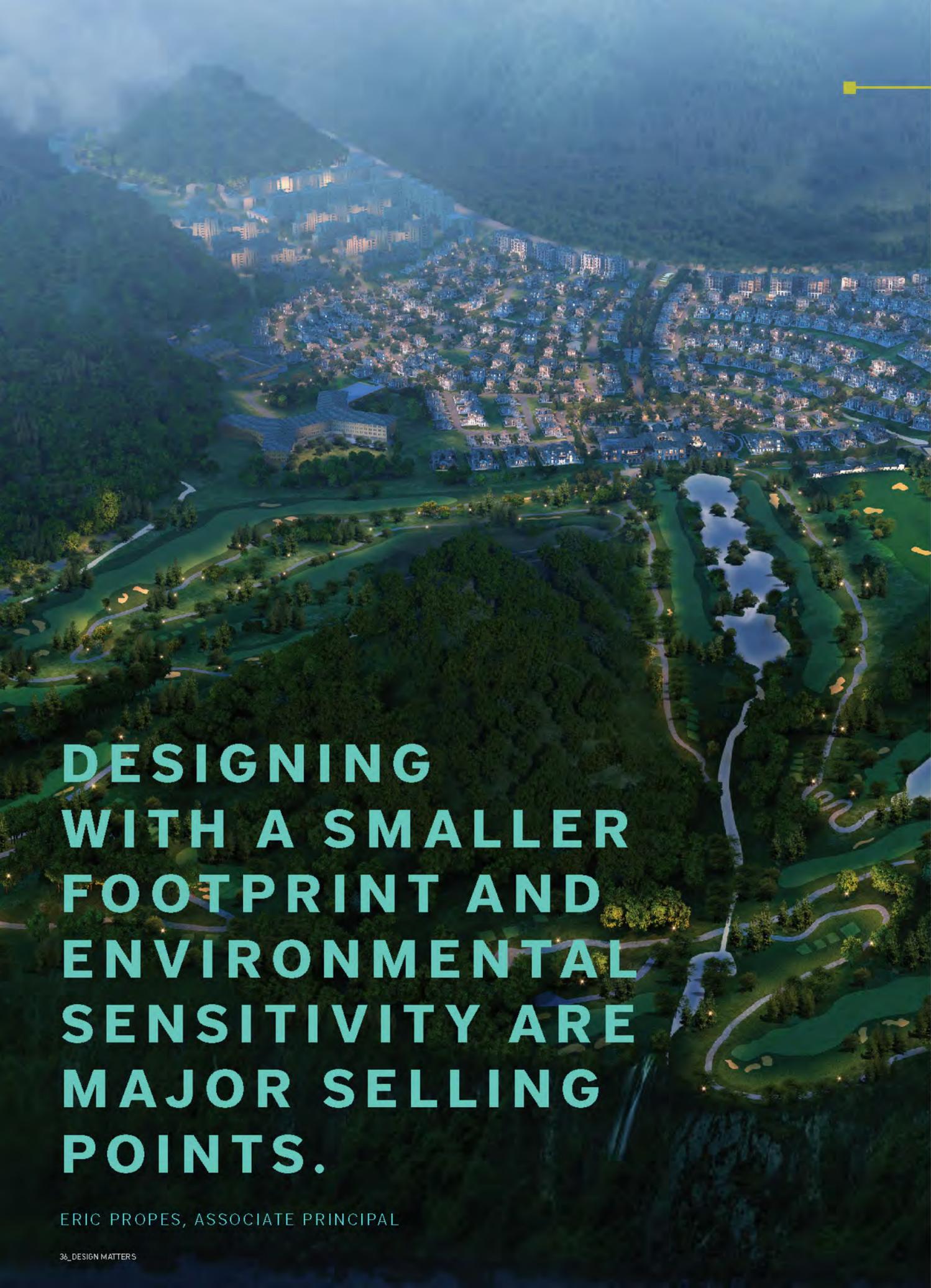
Increasingly, people are spending more time interacting with nature – not simply admiring it from a distance. Being able to turn China’s largest urban lake into a destination for entertainment, fitness, family, and togetherness creates a stronger sense of place and belonging for the entire community.

En

environmental

ITSC

A sustainably-minded approach was essential to setting the tone for future civic development in Panama. We needed this institution of learning to deliver lessons in ecology, preservation, and native flora and fauna simply by existing. In doing so, we created a road-map for expansion yet to come.



**DESIGNING
WITH A SMALLER
FOOTPRINT AND
ENVIRONMENTAL
SENSITIVITY ARE
MAJOR SELLING
POINTS.**

ERIC PROPES, ASSOCIATE PRINCIPAL

Ec

economic

**THE XINGYI
GRAND GORGE**

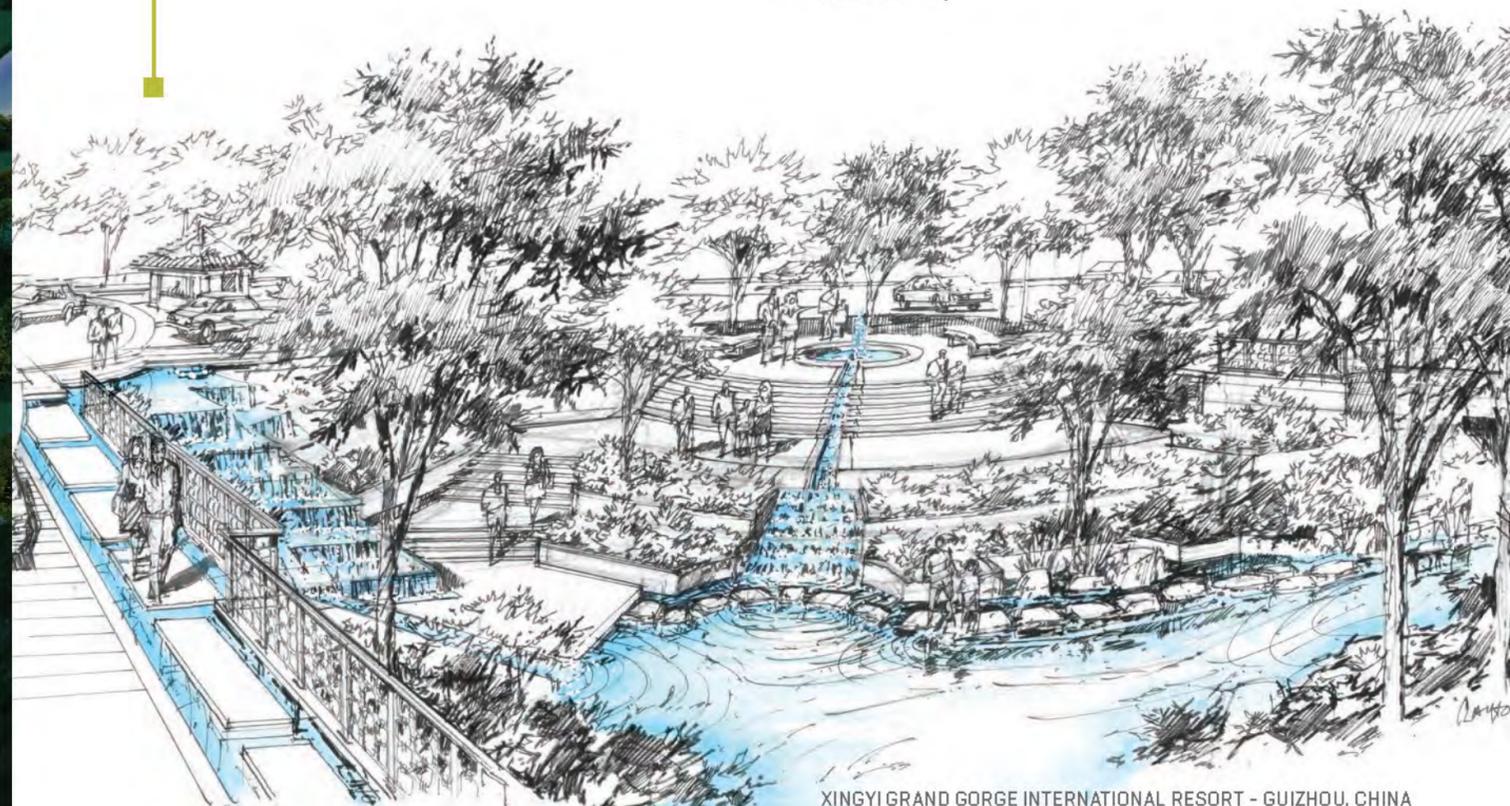
For centuries, water has been the life-blood of local, regional, and global economies. With that in mind, we allowed water to be the uniting element between this enormous mixed-use destination. Now, residential and social activities contribute to the overall economic viability of the gorge.

It's not the first time landscape architects have been called upon to solve challenges of the natural world. That's why creating designs that work with nature, rather than against it, has always been a key tenet at EDSA. In Rabat, Morocco, the firm is designing the Bouregreg Golf Community featuring two courses, a hotel, retail, villas, and townhomes. "Bouregreg is situated in one of the most desirable sites in the region," says Gray. "There are wonderful flatlands and an intriguing river that is the life source of the valley. The challenge is how to develop the lowlands while preserving the local ecology and limiting disruptions to the existing agriculture."

The classical yet effective design solution entailed reducing development densities, incorporating cultural assets, and adding a green space network reflective of the natural land patterns. Extensive water retention, drainage, and filtration techniques were used to protect the existing ecology of the river and address flooding concerns. "Our strategy for land harmony proposes utilizing golf as a natural corridor for ecology. With a substantial amount of land dedicated to open space, flora and fauna will coexist and the environmental character will be retained."

While sustainability is an integral part of the landscape architecture profession, much of the recent conversation has been about landscape performance and its holistic measurement. Relevant to maximizing a site's potential, EDSA has adopted a performance-based design approach that recognizes the interdependence of human activities, natural systems, and environmentally healthy outcomes. By challenging assumptions and understanding how a cross-disciplinary approach optimizes project outcomes, design solutions serve as a functional framework by which to apply a relative scale of measurement.

"Our goal in formalizing and integrating performance outcomes in our design is to encourage an evolution in thought, with an increased focus on creating and collecting measurable data and predictable outcomes against which to benchmark design," explains Kissinger. "By identifying goals for site performance early in the process, we can help guide the functional aspects of master planning and landscape architecture where emphasis is placed on a holistic, integrative approach to sustainability. In this way, our artistic design is reflected in a quantitative and qualitative evaluation of cultural, social, biological, psychological, physical, and ultimately economic thinking."



XINGYI GRAND GORGE INTERNATIONAL RESORT - GUIZHOU, CHINA

NATURE DOES NOT EXIST IN A VACUUM, AND IT'S OUR JOB TO DESIGN DEVELOPMENTS THAT COMPLEMENT NATURAL SYSTEMS AND POSITIVELY CONTRIBUTE TO THE SOCIAL, ECONOMIC, AND ENVIRONMENTAL FABRIC OF COMMUNITIES.

PAUL KISSINGER, PRINCIPAL



POMPANO BEACH REDEVELOPMENT – POMPANO BEACH, FLORIDA

In working with the Pompano Beach Community Redevelopment Agency, EDSA improved appearances along the beach and streetscape with very real social, economic, and environmental impacts. The design includes a public plaza with interactive water features, an extensive beach promenade, and a state-of-the-art playground. “The main goal of this redevelopment project was to improve conditions so more people would want to work and live in the area,” says Kissinger. The resulting design has documented statistical data showing improvements to water conservation, energy use, health and well-being, public safety, property values, visitor spending, lighting efficiencies, active living, social engagement, and economic revitalization.

“Parents now go there to play with their children,” shares Kissinger. “Younger generations will remember when they ran around outside, played in the interactive fountain, and had a great time. That will resonate with them for a long while, so hopefully when it comes time for them to make decisions about protecting that way of life for the future, they will do so based on their own experiences. For each and every project we undertake, we have the opportunity to positively affect people’s lives and those of future generations. If landscape architects can continue to do this we’ve succeeded. That, I strongly believe, is our true performance measurement.”

As more designs focus on the effects of climate change, landscape architects are taking into account how a development’s carbon footprint is lowered by innovative placement and selection of materials. “By utilizing Building Information Modeling (BIM), we can create smart objects and assign specific

data to them. For instance, analyzing how much carbon dioxide a tree eliminates, the amount of shade it provides, and its impact on the heat island effect are small steps that lead to big impacts. Once the baseline measurement is established for how much CO₂ will be reduced as the tree grows to a mature canopy it can, in turn, be applied to the entire site,” explains Propes.

For example, a typical Live Oak tree has a canopy of about 12-feet when installed. Over a 20 year period, it can grow to a 50-foot canopy which can dramatically reduce heat in parking areas and decrease CO₂ emissions by a calculated amount over the lifespan of a site. Water resources, too, will be scarcer in the years ahead. Certain plant types may cost more during installation but can have significant benefits such as reducing water use, and lowering operating and maintenance costs. “Owners are all for it, and we now have the quantitative data to better understand this. BIM technology has been used in the AEC industry for a while, but as landscape architects, we continue to evolve and look for creative ways to utilize this software to better understand how our designs will perform over time. Measuring the effects now for the future is crucial.”

In the years ahead, developers and owners will continue to work more closely to preserve the environment and deal with global issues. Gone are the days when builders rerouted rivers and uprooted trees for a new resort or residential community. “Listening to the land is smart we must be intuitive about what nature has created. It’s up to us to maintain the gift we were given and care for the environment in a very meaningful way. By incorporating research in design, listening to the land, and intuitively crafting a balance between what the site wants and what it needs we can unite the purposes of both people and planet,” concludes Gray.



environmental

THE BOUREGREG GOLF COMMUNITY

When a place is already among the most naturally beautiful in an area, the challenge becomes doing less to achieve more. Resorts and golf courses have been moving in this direction for some time, however, we needed to amplify our efforts by creating with as few disturbances as possible.



BOUREGREG GOLF COMMUNITY – RABAT, MOROCCO

SPACE

SHAPING – FASHIONING A SENSE OF PLACE

HOW DOES THE SIMPLE ACT OF LIVING, BEING,
OR VISITING TRANSFORM A SPACE INTO A PLACE?

WHAT CONTRIBUTES TO THE EXPERIENCE?

WHAT MAKES A SPACE WORK – THE PEOPLE,
THE LOCATION, THE DESIGN?

French novelist, Marcel Proust notably stated that “The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.” J. Robert Behling, EDSA Chairman and Principal, proposes a counter-philosophy. “You don’t plan on designing a site to be a certain way,” he offers. “It is only when you begin to conceptualize and fully understand what a space is intended to be that ideas take form. It’s artistic intervention – an attitude of wanting to make sure that whoever interacts with that space has a fantastic experience.”

Throughout most of history, design has been about creating and maintaining the quality of the built and natural environment – bringing meaning to its users. Consumers know if you understand their neighborhoods. Vacationers expect something out of the ordinary. City dwellers look for spaces of social engagement. This only happens as a result of appropriate and aesthetically pleasing design. “It’s not something you can fake. Someone must think very hard about every design detail, as the details are essential in fashioning a sense of place,” says Behling.

Developing a place of strong identity and character requires finding its intrinsic meaning – its ‘genius loci’. Attributes of shape, texture, pattern, and color then aid in creating a sensory-based reality. By incorporating points of interest and reference, users have an opportunity to connect with their surroundings and sustain enriched experiences. “Our role is to give purpose, harmony, and scale to these attributes in order to capture and express the spatial qualities of the area they define,” states Behling. This convergence of ecological, social, aesthetic, and economic distinctiveness uses materiality, form, and genuine context to inspire, engage, and call users to action.

When a family of design elements works together, it transcends an ordinary space into a memorable place. “Anything, regardless of its function, can foster a wide range of emotions – from welcomed and at ease, to anxious and uncomfortable, and all the gray zones in between,” explains Astrid Hoffmann, EDSA Vice President. “A positive ‘sense of place’ brings an impression of effortlessness and comfort, involves hints of mystery, and an appreciation for discovery that invites us to explore.”

For example, at the Gran Pacifica Resort in Nicaragua, nature is the main differentiating attraction. A plateau offers stunning views of the Pacific Ocean, and existing ravines are incorporated into the site as ‘green fingers’ leading guests to the water. “In designing this residential community, we played with forms to create sophisticated images,” Hoffmann says. “We focused on developing a series of refined experiences that explore a broader understanding of the culture and characteristics that define this location. In this way, we transformed the land into a place where people will live, play, and build a community.”

EDSA has been shaping memorable places to live, work, learn, and play for more than half a century, in nearly 100 countries across the globe. Their innovative designers are stewards of the land with a passion for fashioning distinctive and inspiring environments. “We seek to improve the way the external world is experienced, while emphasizing a location’s unique physical merits and historic fabric. That means going above and beyond the basics of place-making striving to provide a thoughtful experience, aesthetic appreciation, and spiritual connection to the land,” expresses Gregg Sutton, a Principal at EDSA. “We’re passionate about making our projects appropriate to a region and our designs necessary for enhancing the sensations people experience. Our foremost focus is on how we convey the owner’s vision – translating it from mere thoughts to reality and we weigh this against costs and end user perceptions to keep it all intact.”

EDSA designers ensure a special sense of place by creating schemes that are comfortably navigable. The use of contrast, size, repetition, gradation, unity among materials, finishes, and vernacular elements help create those defining in-between spaces. A place must take on its natural personality, as opposed to being decorated by clutter around it.

A POSITIVE ‘SENSE OF PLACE’ BRINGS AN IMPRESSION OF EFFORTLESSNESS AND COMFORT, INVOLVES HINTS OF MYSTERY, AND AN APPRECIATION FOR DISCOVERY THAT INVITES US TO EXPLORE.

ASTRID HOFFMANN, VICE PRESIDENT



LAS OLAS CORRIDOR - FORT LAUDERDALE, FLORIDA

Consider EDSA’s relationship with the City of Fort Lauderdale which dates back to the late 1980’s and the transformative design of the beachfront into a memorable pedestrian experience. Renovations included the redesign of coastal roadway AIA, elimination of diagonal parking, addition of landscaped medians, brick paved crosswalks, and a beachfront promenade. The most dramatic change was the construction of the iconic beach wave wall – a flowing, swirling white fiber optic wall that extends two miles and flanks the promenade. Thirty years later, EDSA is modernizing the beach experience – taking cues from the curvilinear forms of the symbolic wave wall.

INFLUENCED BY THE NATURAL ENVIRONMENT AND HARD URBAN EDGES, THE LAS OLAS CORRIDOR ESTABLISHES A FLUID PEDESTRIAN CONNECTION BETWEEN USABLE GREEN SPACES ALONG THE WATER-TO-WATER AXIS. CONTEMPORARY PAVEMENT PATTERNS AND TEXTURES RESEMBLE SAND AND WATER ‘RIPPLES’.

Forms become more linear and structured as you move into the barrier island and toward the Intracoastal Waterway, representing the urban grid and ‘wake’ of a boat. Organically spaced trees create a patterned grid, while hardscape elements and white site furnishings accompanied by blue aggregate stones simulate the essence of the ocean. The newly created design aesthetic unifies the space and builds upon the history, tradition and ‘visual brand’ of Fort Lauderdale.



FOUR SEASONS JEDDAH - JEDDAH, SAUDI ARABIA



“Good design conveys a sense of meaning and allows people to develop an identification and attachment to the physical and social environment,” shares Behling. This attachment is often based on a community’s cultural response, the role it plays in satisfying human needs, and the symbolism embedded in the location. Design must incorporate features that reflect the local history and familiar environmental features as well as an image that a client wishes to communicate to visitors and inhabitants.

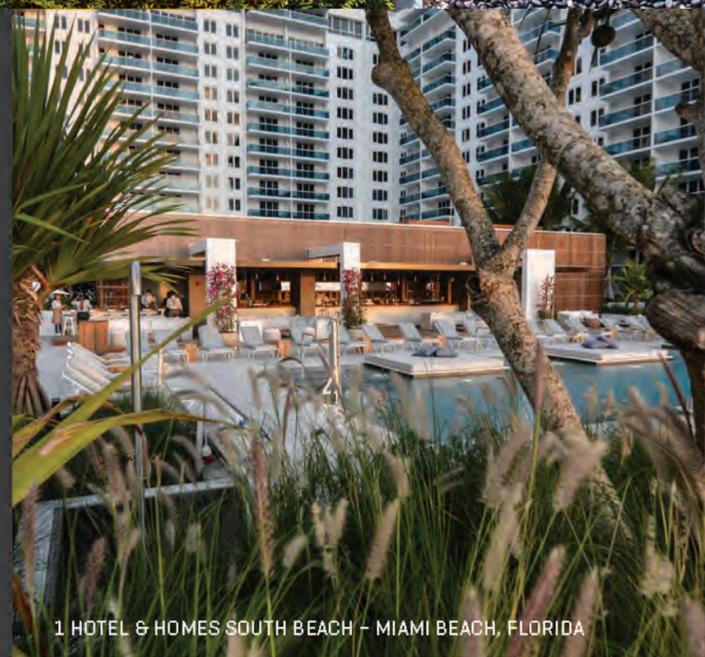
Such was the case for the 1 Hotel & Homes that drew inspiration from the hotel’s 600-foot beachfront backyard. The design offers sleek, high quality amenities and outdoor spaces that characterize the tropical marine environment. Remaining respectful of the iconic South Beach design sensibility and Florida coastal landscape, organic materials, indigenous flora, and contemporary textures provide for a naturalistic scheme that effectively blend indoor and outdoor spaces. “The planting palette is quite different from any other project in Miami. The naturalistic scheme is comprised of some of the toughest native plant materials intermixed with a limited number of exotic ornamentals, grasses and flowering shrubs that allow for movement and a prairie like feel,” shares Behling. EDSA worked closely with New York City-based design boutique, Meyer Davis, and Miami-based artisans, Plant the Future, to ensure full continuity throughout the property.

The goal with any designed environment is for people to root themselves to an area and make the place their own. “Whether we’re designing a ground-breaking animal enclave in the Middle East or a small park in an urban district, we always incorporate interactive design elements that are reflective of social and artistic gestures. This freedom in creating holistic encounters allows a space to remain special and memorable in people’s minds,” explains Sutton.

HILTON YUXI FUXIAN LAKE - YUXI, CHINA

GOOD DESIGN CONVEYS A SENSE OF MEANING AND ALLOWS PEOPLE TO DEVELOP AN IDENTIFICATION AND ATTACHMENT TO THE PHYSICAL AND SOCIAL ENVIRONMENT.

J. ROBERT BEHLING, CHAIRMAN AND PRINCIPAL



1 HOTEL & HOMES SOUTH BEACH - MIAMI BEACH, FLORIDA



AL MARYAH CENTRAL - ABU DHABI, UNITED ARAB EMIRATES

One of EDSA's master planning endeavors was an exclusive, luxury residential development in Istinye, Turkey, with global developer Krea Real Estate Group. The residential enclave is in one of Istanbul's most unique districts along a pristine bay overlooking the Bosphorus Strait. "Upon completion of the housing component, EDSA was commissioned by Tahincioglu Holdings to create a community park and common areas for a new residential parcel," said Hoffmann. "Our challenge was working within a dense development that was very linear and angular," she explains.

WE HAVE DEVELOPED A THREE-DIMENSIONAL EXPERIENCE – WHERE THE VISUAL JOURNEY HAS OPEN-CLOSE FOCAL POINTS AND AREAS OF INTEREST THAT RESPOND TO THE SITE CONDITIONS. FOR EXAMPLE, A ROOFTOP POOL IS THE JEWEL OF THE PROJECT AND ALLOWS GUESTS A PLACE TO SIMPLY BREATHE. IN CONTRAST, WE ARE ALSO CREATING A SIGNATURE, STATE-OF-THE-ART PARK WITH QUIET AND ACTIVE ZONES, WHERE EVERYONE OF ANY AGE HAS A PLACE.

When designing different aspects of a larger overall development, each area, plaza, or park must have its individual definition and character, yet support the overall vision of the design. "Consistency is critical, and the proper hierarchy of spaces is fundamental," adds Sutton. The visual progression also affects the overall experience as people respond to what appears before them, to the cues in the area, and to what they recall of places. "Appearance and meaning are not separate from function, but central to it." Like any habitat, each element must retain its own sense of place, while working in concert with other components to build the over-arching place in which various experiences reside.



APPEARANCE AND MEANING ARE NOT SEPARATE FROM FUNCTION, BUT CENTRAL TO IT. LIKE ANY HABITAT, EACH ELEMENT MUST RETAIN ITS OWN SENSE OF PLACE, WHILE WORKING IN CONCERT WITH OTHER COMPONENTS TO BUILD THE OVER-ARCHING PLACE IN WHICH VARIOUS EXPERIENCES RESIDE.

GREGG SUTTON, PRINCIPAL

MAZAGAN BEACH RESORT – EL JADIDA, MOROCCO

Consider a resort closer to home. EDSA is working on the Hyatt Regency Coconut Point Resort & Spa in Bonita Springs, Florida, which includes a 1,000-foot lazy river ride that drifts past private cabanas and features a 140-foot corkscrew waterslide leading to the resort's expansive lagoon-style pool. "The Hyatt does not have a natural beach, so we carefully created unique water amenities to make the resort a more entertaining place for families," Sutton explains. "We fashioned a natural river-type pool with mangroves and native trees that take on the look of a Florida Everglades camp. We wanted to enhance guests' vivid memories of their experience at the Hyatt and instill a desire to return to the resort. In the evening, the pool area can be transformed into an extended outdoor event space. We even brought in food trucks – an unusual amenity – that solved the problem for a food and beverage outlet."

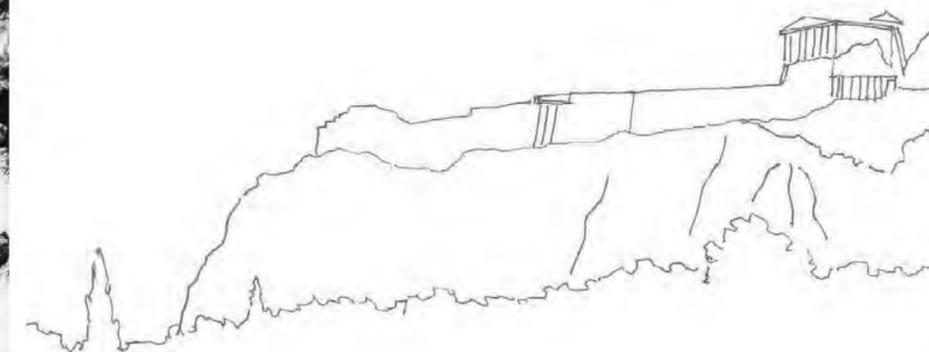
"The overall vision for each project is the result of thorough research and quality design, as well as experienced insight as to what's right for the space," says Behling. "Validation of base materials helps innovative concepts flourish into forms beyond what the client initially envisions." Consider the Mazagan Beach Resort which sits on Morocco's longest river in El Jadida, a UNESCO World Heritage Site. In the detailing of the resort, EDSA designers built upon precedents they had seen during their collaborative study and site visits, evoking an indigenous feel through shape and pattern, while allowing material choices to move the design into a contemporary place. A series of traditionally-shaped water features and runnels flow from the interior hotel courtyard to the pool, stimulating the senses with the sound of moving water. Visually linking the spaces is a strict grid of date palm trees, while the subdued, hardscape palette of limestone and travertine is punctuated by local black marble – allowing the adjacent landscape and blue glass tile of the swimming pool to provide accents of color. The patterns of stacked stone walls were purposefully left un-detailed in the construction documents so that designers could collaborate with local craftsman to develop patterns based on contemporary stone walls in Casablanca.

Creating a sense of place is what EDSA designers do best. They understand how memories evolve and how design details add to happy recollections for years to come. "We seek to offer people an unmatched experience, whether they are searching for a sense of calm, feeling of adventure, or merely the idea of learning something new," says Sutton. "The unforgettable memories made in these places are meant to endure and trigger a 'yes' mindset – connecting them to the place and the setting within their life stories."

HYATT REGENCY COCONUT POINT RESORT & SPA
– BONITA SPRINGS, FLORIDA

PUSHING TIME

CULTURE / COMMUNITY / LONGEVITY



Joseph J. Lalli

FELLOWSHIP

the legacy continues.



WHO | Bill Estes, Fort Lauderdale

WHERE | Ikaria, Greece and Sardinia, Italy.

FOCUS | The Blue Zones



Bill Estes first became interested in the study of longevity while learning about Spanish explorers and their search for Ponce De Leon's Fountain of Youth. While in elementary school, he visited the fabled tourist attraction and drank from its blessed waters. Despite his fated visit, Bill continued to age and realized that however appealing charmed solutions, procedures, or pills may be they are perhaps unrealistic.

In his quest to understand the science of aging, Bill was touched by Ironman World Championship contender Lou Hollander who at 80 years old competed in his 21st competition. During his broadcast, Hollander avowed, "If you want to be functional at 80, you better damn well pay attention when you're 40." Bill's interest in longevity peaked after reading Dan Buettner's book, *The Blue Zones*. Based on a ten-year study by National Geographic researchers, the book identifies geographic regions where populations live to 100 years or more at higher rates than other areas in the world.

To gain insight into cultural regimes and the factors influencing longevity, Bill chose to immerse himself in the culture and lifestyles of two recognized Blue Zones - Ikaria, Greece and Sardinia, Italy. Throughout his trip, Bill's passion for long-term wellness, and how design promotes, engages, and supports healthy living remained at the forefront. "Instead of dictating a narrative toward specific outcomes, I wanted to remain open and allow the story of these places and people to reveal themselves naturally," says Bill. "It was not about validating any preconceived ideas, but rather observing everything and learning where, how, and why it matters."



Since the beginning of time, humans have been fixated on immortality. A survey of ancient texts offers various references to longevity and the restorative powers of water in mythical lands. Today, we see this obsession on an even grander scale, from anti-aging cosmetics and plastic surgery to modifications of our genetic code in an effort to slow down the aging process. While many consider greater life expectancy a gift of good genetics, studies on heritability reveal only 25% of the leading factors for longer lifespans are related to genetics while the other 75% results from lifestyle choices.

THE JOURNEY

The landscape of the two regions drew Bill in at the onset. From Ikaria's varied natural topography and lengthy trail systems to Sardinia's rugged mountain scenery, Mother Earth had set out a bounty of magnificent views.

Bill's travels began in Ikaria, Greece located 35 miles off the coast of Turkey. With a sweeping mountain range dividing the landscape, this utopia hosts a population of around 8,000 and has a landmass of 99 square miles. According to research, Ikarians are three times more likely to reach age 90 than their U.S. counterparts. Helping Ikaria maintain its traditions and self-sustainability is a history of repeated invasions, where the population migrated inland for periods known as 'disappearances'.

Although walking is considered a low impact activity, the terrain ingrains a natural form of exercise into everyday life. "I quickly realized that reaping the rewards of this picturesque region required a physical commitment. We were fortunate to experience The Round of Rahes, one of many traditional footpaths known as monopatia." These footpaths were created step by step over the centuries to connect villages and enable the movement of goods. With the rise

of automobiles, this aspect of the Ikarian culture is disappearing as paths become overgrown with vegetation or form the basis for roads. "If not for the dedicated hikers that visit this island for its endless loops and routes, many of these treasures might be lost."

In addition to winding trails and beautiful beaches, Ikaria's coastline hosts another natural phenomenon – mineral hot springs. These bubbling oases have been utilized since the 1st Century B.C. as evidenced by historical references and the archeological remains of the Roman baths at Therma. Research suggests that natural hot springs relieve pain, joint problems, and skin ailments as the granite rocks release low levels of radon that help protect DNA as the body ages. "There was something almost spiritual in the organic composition created by the swirling hot water and influx of cool waves. You can certainly feel how this might indeed, be a key to longevity," shares Bill.

By way of return through Athens, Bill and his wife then traveled to Sardinia, the second largest island in the Mediterranean, measuring just over 9,200 square miles. "From the bustling city of Cagliari, we made our way to the rural countryside of Nuoro Province known for its high concentration of centenarians and supercentenarians. Despite their predominately agro-pastoral economy, the culture and lifestyle of these small villages are beginning to show signs of the modern world creeping in."

Hosting some of the wildest and most beautiful natural landscapes in the world, the interior is characterized by a rugged mountain landscape. Considered communal lands, the mountains are shared by all who live in the villages. "Our tour guide Gianni explained how shepherds would walk these trails every day with their flocks, climbing hills and rocks which kept them fit and active while helping preserve bone density."



IN THE ZONE

GOAT & SHEEP MILK /

Goat's milk reduces inflammation and increases good bacteria. It has high amounts of calcium and tryptophan, which reduces stress hormones and lowers the risk of heart disease.



Hot Springs /

Research suggests that natural hot springs relieve pain, joint problems, and skin ailments as the granite rocks release low levels of radon that help protect DNA as the body ages.

The Blue Zones

WHERE Ikaria, Greece

FACT Ikarians are three times more likely to reach age 90 than their U.S. counterparts.

WHY Lots of walking, hot springs, sense of purpose, family gardens.



"Towering above Oliena, we hiked to the top of Supramonte, a portion of mountains and highlands in the region. We experienced the rugged expanse much like the shepherds of old with its wild orchids, unrefined herbs, mouflon, and golden eagles. Standing at the edge of the cliff, above the clouds in awe of its magnificence, there was a peaceful quietness," Bill recollects. "As much as it was exercise for the shepherds to hike these trails daily, it is easy to see that it was equally as rewarding. I was cognizant of a growing awareness – that it wasn't just about what these people did, but how the culture at large and the Blue Zone lifestyle must be perpetuated by future generations."

Another essential for Blue Zone longevity is a plant-based diet with occasional accents of meat. "Their diet relates back to necessity in both regions, as there appears to be no aversion to eating meat – it is simply reserved for special occasions. As a result of growing and raising their own food, as opposed to buying it a store, people have developed a much closer connection to the land. Thea Parikos, our host in Ikaria, often mentioned that 'food does not come from a package.' We also spent time with Ilias, Thea's husband and local agriculturalist, visiting his family farm. There he shared with me the importance of farming, expressing that 'no matter how much money I have, I will always be able to provide for my family.' Self-sustenance and independence along with exercise, time outdoors, and a fresh organic diet are among the many benefits of agrarian living," says Bill.

Other staples in the diet of Blue Zone populations are goat milk and honey. Consumed as milk, cheese, or yogurt, research shows that goat's milk can reduce inflammation and increase good bacteria. It also contains high amounts of calcium and the amino acid tryptophan which reduces stress hormones and lowers the risk of heart disease. Likewise, honey has its own unique anti-cancer, anti-inflammatory, and antibacterial properties. Ikarian honey in particular, has become a legend in its own right containing antioxidants that help reduce cellular damage and slow the aging process.

"While in Ikaria, I visited a 5th generation honey producer and learned why the extensive honey production has lasted generations." Bee boxes, scattered across the island, take advantage of the abundant natural herbs and pine forests. The pollen and nectar collected by the bees is 100% pure and free from any chemicals or pesticides. Every plant here grows naturally and wild. Trees blossom in spring and also in autumn, assuring sustenance for the bees throughout the year. No human intervention is needed. "While we could not bring any honey home, despite our attempts, there are many good alternatives available. The key is to find ones dark in color as they have the most antioxidants."



IN THE ZONE

HONEY /

Ikarian honey has become a legend in its own right containing antioxidants that help reduce cellular damage and slow the aging process.



... WITH THE EXCEPTION OF THE CAB BEING 30 MINUTES LATE, WE
 HE AND MOVED QUICKLY TO THE GATE, THANKS TO THE GLOBAL ENTRY.
 WE GOT TO PHILLY I HAD 1 WORK ISSUE TO RESOLVE, BUT NO
 THEN WE GRABBED A CUP OF REAL QUICK, BEFORE HEADING TO
 WE TURNED OUR MOUTH ON OUR SOUP TRYING TO FINISH
 COULD HIT THE WINE BAR. I WAS CONSIDERING A SECOND
 S, BUT MIRANDA TALKED ME OUT OF IT AND WE LEFT FOR OUR
 WE HAD NOT MADE IT TO TERMINAL A' BY THE TIME WE HEARD
 ANNOUNCEMENT THAT OUR FLIGHT HAD FINISHED BOARDING. WE



Active lifestyle /

Our tour guide Gianni explained how shepherds would walk these trails every day with their flocks, climbing hills and rocks which kept them fit and active while helping preserve bone density.

The Blue Zones

| | |
|--------------|--|
| WHERE | Sardinia, Italy |
| FACT | The rural countryside of Nuoro Province is known for its high concentration of centenarians and supercentenarians. |
| WHY | Active lifestyle, organic diet, connection to the land, milk, wine. |

"As a wine lover, one of my favorite attributes of life in the Blue Zones is the role of wine in longevity." Common to both Ikaria and Sardinia, each region has its own special wines full of flavonoids and polyphenols. A new study has found that resveratrol activates an evolutionarily ancient stress response in human cells, which aids in increasing longevity and protecting against disease. Additionally, the antioxidants in wine reduce damaging free radicals and play a role in reversing aging by depressing blood fat and inhibiting the destruction of collagen. "The key is moderation, which means one glass of wine daily for women, and one to two glasses daily for men."

"My journey has given me a renewed perspective towards longevity, the relationships we create, and the legacy we leave behind. Nikos Afianes, an Ikarian pharmacist turned vineyard owner references a system of good health—a combination of healthy habits, home remedies, and medication when necessary. He strongly believes in our reciprocal relationship with the land and its role in longevity—'everything is from the ground and this balance is within our people'. Eating better, exercising more, enjoying our family and friends, and living with purpose are things we can all do to increase overall happiness and well-being. We then have to teach these principles to our children, because creating a culture of health can start with us, but will take generations to establish, just as it has in the Blue Zones.

We all have the power to extend our lives through a healthy lifestyle, and we owe it to ourselves and our loved ones to be the best versions of ourselves. We need to stop procrastinating—the time to live a better life is now!"

... TO TELL PEOPLE WE MISSED A FLIGHT
 EXCEPT OUR LOVE OF WINE. AS WE SAT
 I SENT A TEXT TO ANNA TO LET HER
 9AM ATHENS TIME AND TO THE
 BETWEEN 10 + 11. THEN, RIGHT AS I WAS
 DOWN MY PHONE, I GET A REPLY. SHE TALKS
 ABOUT AIRBNS ILLEGAL IN GREECE. WELL

IN THE ZONE

WINE /

The antioxidants in wine reduce damaging free radicals and play a role in reversing aging by depressing blood fat and inhibiting the destruction of collagen.

MY JOURNEY HAS GIVEN ME
 A RENEWED PERSPECTIVE
 TOWARD LONGEVITY, THE
 RELATIONSHIPS WE CREATE,
 AND THE LEGACY WE LEAVE
 BEHIND.



Joseph J. Lalli

FELLOWSHIP

the legacy continues.

WHERE WILL EDSA TAKE YOU?

To celebrate Joe's legacy, the Joseph J. Lalli Fellowship is an annual designation granted to an EDSA employee who presents a compelling proposal to travel and immerse themselves in a new culture in order to better understand the attributes of that place and its influence on design. Winners are required to share lesson learned with colleagues through some combination of journaling, photography, sketching and case study analysis. The 2016 Fellowship was awarded to Ashley Schwemmer.



1 HOTEL & HOMES SOUTH BEACH - MIAMI BEACH, FLORIDA

RESTORED

A NEW ERA FOR OLDER RESORTS

REJUVENATED

The impact of hospitality on the economy is significant. Across the globe, the travel and tourism industry accounts for 277 million jobs (1 in 11 on the planet) and contributes 9.8% of the world GDP (\$7.6 trillion). It's no wonder the fiercely competitive hospitality environment continues to account for record-level capital expenditures.

Increasingly, however, "To Build or Renovate?" is the question of many owners, investors, hoteliers, and operators hoping to gain greater market share, improve guest satisfaction, and drive revenue performance. According to Scott LaMont, an EDSA Principal, "In many markets there are premier development sites and existing properties just waiting to be repositioned. The next frontier lies in 20 or even 30-year-old properties with an already established intrinsic value or historical status. Through restoration, renovation, and repositioning, these quietly declining resorts can once again become gems of opportunity."

From a pragmatic standpoint, popular, previously developed destinations will not likely have additional, suddenly unoccupied land parcels available. The Caribbean will not 'grow' new beachfront, just as downtown Manhattan will not add new city blocks. Remaining competitive within travel hot spots requires a new set of eyes and a lot of creativity to bring aged resorts more in line with the expectations of modern travelers. Doing so while also maintaining the unique character and branding of

each property increases the value proposition within its established customer base and simultaneously strengthens the potential for future guests.

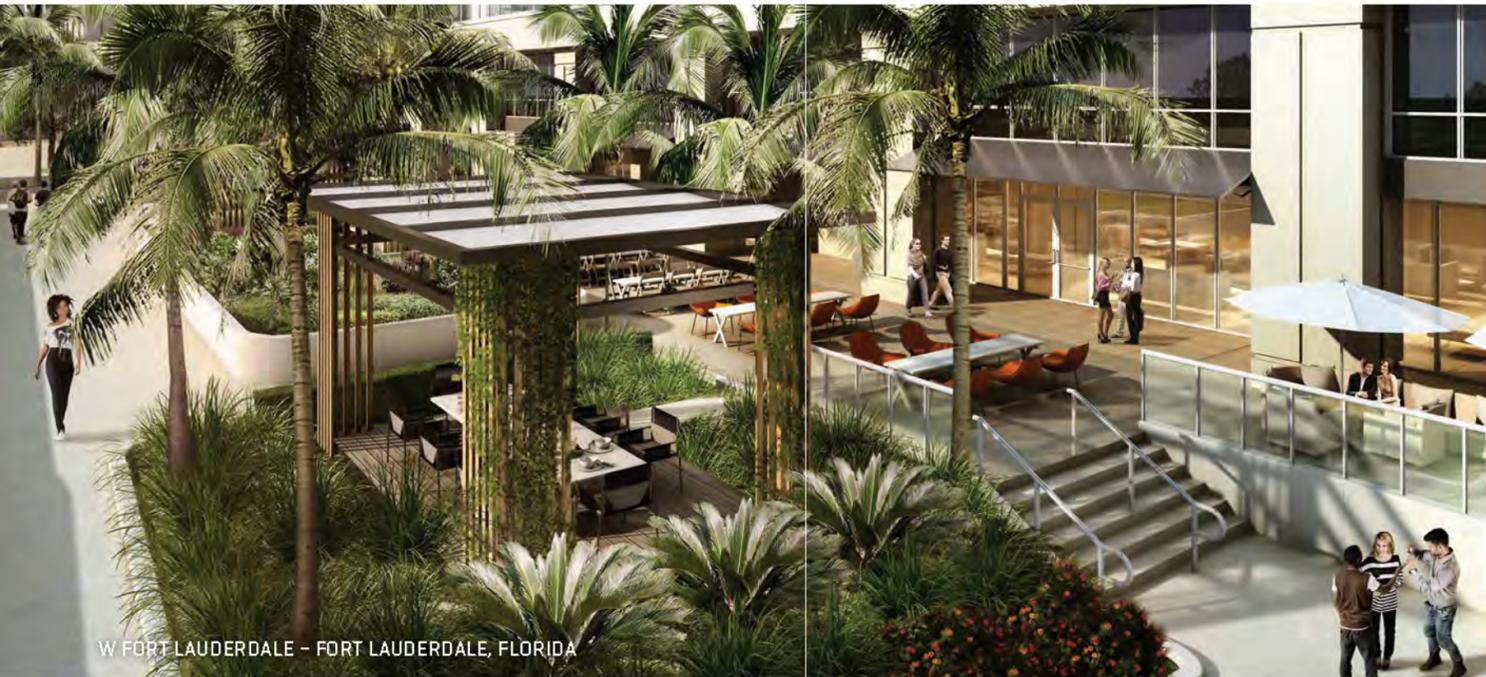
"We're seeing a major push in repositioning and rejuvenating hospitality properties," shares LaMont "particularly along the coastal areas of Florida and in popular destinations such as Hilton Head, South Carolina. Many of these resorts were built decades ago and it shows. They're now 'freshening-up' to stay top of mind with key consumers, and owners are spending a big chunk of change now to earn more revenue in the coming years." Properties undergoing such improvement plans are finding greater success when leveraging the existing infrastructure to enhance the overall guest experience. This means a commitment to high quality service and an enhanced guest experience remain consistent while amenities, venue capacity, accessibility, guest flow, and aesthetics are updated and refreshed. The end result is a seamless transition for loyal guests and an important reposition for former and prospective patrons.

The Boca Raton Resort and Club, one of Florida's wealthiest enclaves and an icon of elegance for nearly a century, is an excellent example. Originally designed by acclaimed Florida architect, Addison Mizner, the resort appeared dated and out-of-sync with their preferred clientele demographic. "The Boca Beach Club has an incredible location but was failing to connect with contemporary audiences. The property had lost much of its luster over the years," reports Lamont. It was not feasible to tear it down and start from scratch because there had been tremendous investment in the existing facilities. Instead, LXR opted to transform the property from its 1970s-style to a contemporary aesthetic while preserving its charm and character.

"The destination's most valuable asset was its location and we wanted to take advantage of the unique natural beauty that attracted guests in the first place. Before renovations, vacationers walked through a dark underground area with 1980s-style trolleys to arrive at the lobby," says Lamont. "We reframed the whole visitor experience around the

OWNERS ARE SPENDING A BIG CHUNK OF CHANGE NOW - TO EARN MORE REVENUE IN THE COMING YEARS.

SCOTT LAMONT, PRINCIPAL



W FORT LAUDERDALE - FORT LAUDERDALE, FLORIDA

dazzling Atlantic Ocean so guests are immediately transported to paradise upon arrival. By raising the elevation of the lobby and concealing parking underneath, a whole new experience was added to the property." EDSA also played a pivotal role in the ongoing evolution of the neighboring historic campus of the Boca Raton Resort and Club including work on the amenities, convention center, marina, golf club, and bungalows.

By leveraging the existing asset to emphasize the hotel's strengths, the economic benefits were almost immediate. With significantly improved occupancy rates, the now-branded Waldorf Astoria Hotels & Resorts increased room rates and expanded its client base with a 'new' appeal.

Since re-imagining costs and land prices continue to soar, reimagining resort destinations presents developers with unique opportunities to maximize existing operations and generate

stronger demand. "There is a limited amount of land left," says Jeff Suiter, an Associate Principal with EDSA, "and obtaining entitlements, permits, environmental authorizations and approvals can be daunting. It's a lot easier, less costly, and more effective to refurbish and modify than start from the ground up - even if you could find a prime location."

In Virginia Beach, the historic Cavalier Hotel, originally built in 1927, has begun a major transformation. This \$250 million, multi-site project entails the restoration of the historic landmark hotel as well as redevelopment of its sister 282-room, beachfront property. In addition, the developer is building 82 homes on The Cavalier on the Hill, while preserving the historic entrance and lawn. "Conducting historic, regional research on the hotel's significance helped us understand the property on a much deeper level," says Suiter. Working closely with the client, the design team created a vibrant and integrated resort community reminiscent of its legendary charm with brick paver sidewalks, serpentine hedges, and gaslights on porches. "Our role as master planners is to celebrate the property's established identity and create a sense of belonging and community around a cultural landmark."



1 LA CONCHA RENAISSANCE RESORT - SAN JUAN, PUERTO RICO

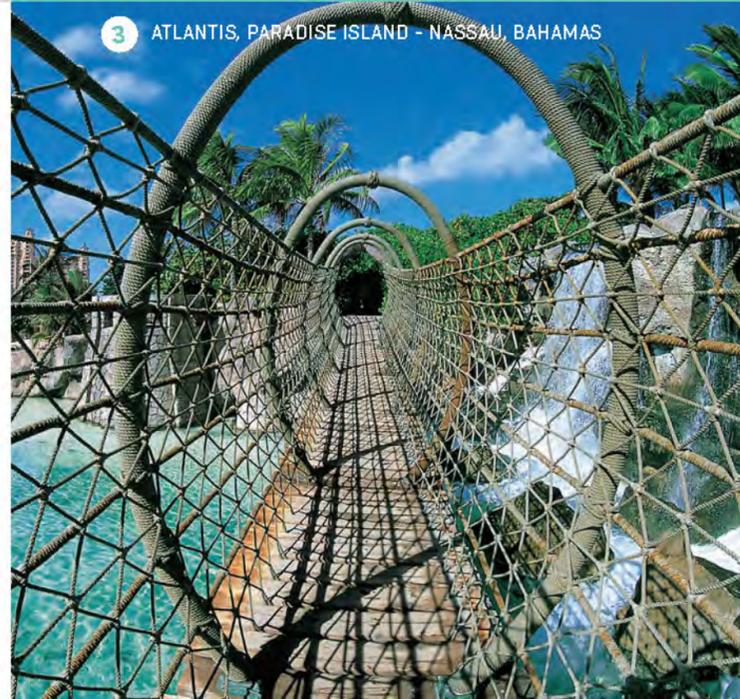


2 ROSEWOOD CASTIGLION DEL BOSCO - MONTALCINO, ITALY

TO BUILD OR RESTORE?

If resort restoration is in your near future, here are 4 key areas to consider:

- 1 **AMENITIES**
Swimming pools, spas, chef gardens, waterparks, hammock gardens, fire pits, dog walks
- 2 **FAMILY FRIENDLY**
Teen and kid concierges, ropes course, scavenger hunts, sand boxes, pop jets, splash pads, playgrounds
- 3 **ACTIVE ZONES**
Hiking and bike paths, bocce ball, kayaking, surfing sessions, yoga platforms, plant tours, climbing towers
- 4 **MULTI-FUNCTIONAL SPACE**
Event lawns, atriums, pavilions, rooftop decks, sculpture gardens



3 ATLANTIS, PARADISE ISLAND - NASSAU, BAHAMAS



4 GAYLORD PALMS RESORT & CONVENTION CENTER - ORLANDO, FLORIDA



ARUBA MARRIOTT RESORT & STELLARIS CASINO - PALM BEACH, ARUBA



NAPA VALLEY MARRIOTT - NAPA, CALIFORNIA

ACROSS AMERICA, HOSPITALITY VENUES ARE ADDING EXCITING OUTDOOR ADVENTURES AS WELL AS ENHANCING EXISTING RESOURCES IN AN EFFORT TO PUT MORE HEADS IN BEDS AND INCREASE PROFITS.

ROB HUTCHESON, ASSOCIATE PRINCIPAL



BOCA RATON RESORT AND CLUB - BOCA RATON, FLORIDA



Over the past several years, the Millennial generation has increasingly impacted the lodging industry—calling into question products and offerings that have for decades been mainstays. With guests more cost-conscious and experience-focused than ever before, hoteliers are seeking innovative alternatives to traditional amenities. “It’s about providing for a variety of unique experiences and social areas for the evolving traveler,” says Rob Hutcheson, an EDSA Associate Principal. “Guests are looking for interesting things to do and see. Our role is to create the foundation for these events and experiences to occur—that means more outlets and programming for additional on-site excitement.”

Shaping and informing the redesign of a successful property means maximizing a resort’s existing footprint in conjunction with current amenities and delivery convenience. “It has to do with the size and intimacy of the spaces you are creating, the capacity during any given period of time, and how much

public versus private space guests require,” explains Hutcheson. “Providing for the differing needs between a business traveler and a family on holiday requires allocating the right amount of space for fun and relaxation in terms of revenue generation. This in turn helps establish a hierarchy in reconfiguring a property’s layout based on a brand’s target markets and growth plans.”

While hoteliers typically allocate a percentage of their annual revenues for ‘touch ups’ such as painting and replacing carpet, resorts wanting to add a ‘wow’ factor, tap into new revenue streams, or take a bigger slice of the travel market pie, must look to iconic new amenities. “The average renovation cycle is said to peak at three years, but some of our clients are looking for transformative updates as a marketing tactic,” says LaMont. “Whether you are a 5-star hotel in a major city, a brand enforcing a property improvement plan onto a franchise, or a boutique establishment in a secondary or tertiary market, destination rehabs can lead to new bragging rights.”

Hutcheson agrees. “Across America, hospitality venues are adding exciting outdoor adventures as well as enhancing existing resources in an effort to put more heads in beds and increase profits.” For example, some hoteliers are catering to the growing foodie demographic with multi-acre chef gardens and private dining experiences. Outdoor media rooms, fire pits for storytelling, and rooftop yoga sessions physically connect guests to a resort property and provide on-site entertainment alternatives. Flexible outdoor function space, active and serenity zones, and food and beverage options are maximizing the guests’ sense of comfort and adding a rich diversity that helps differentiate the property from its competitors.

In an effort to improve its attraction to families and offer more to convention guests, the 1,002-room JW Marriott San Antonio Hill Country Resort & Spa in Texas selected EDSA to help revamp its amenity offering with a \$16 million expansion that features the addition of a special events pavilion as well as an outdoor event lawn with performance stage and area for food trucks. “Reconfiguring the amenity core allows for dedicated group event space next to the pavilion, as well as a beach area for kids, a zero entry pool, and sun shelves for private cabanas. The project is also raising the bar for its thrill offerings with the addition of a 60’ drop speed slide and simulated loop slide,” shares Hutcheson.

The incorporation of a new or improved recreational water environment also means thinking beyond the edges of the pool. “When it comes to aquatic amenities, we are blurring the lines between dedicated event space and pool areas,” says Hutcheson. Adding flexibility, with differing deck levels and multi-level structures, helps maximize available space. Dedicated adult pools, family pools, and kids’ pools, with amped up interactive elements or scaled for the little ones—are helping capture a greater share of multiple target audiences. “Where it was once believed a resort had to cater to a single segment or narrow market, multi-functional and cross-purpose areas are making it possible for properties to successfully serve a larger client base.”

JW MARRIOTT SAN ANTONIO HILL COUNTRY RESORT & SPA

A \$16 million, 2-acre expansion to Bexar County’s most lucrative hotel since opening in January 2010.

- 1 AMENITIES**
Pool with sand beach area, fire pit, private cabanas with dedicated pool sun shelves, thrill slides, spa
- 2 FAMILY FRIENDLY**
Texas-sized outdoor pools, zero-entry swimming pool, Range Rider Kid’s Club
- 3 ACTIVE ZONES**
River Bluff Water Experience with two water slides both have a dramatic 60-foot drop, fitness center, running and walking trails
- 4 MULTI-FUNCTIONAL SPACE**
Event lawn for banquets with dramatic views of San Antonio’s Hill Country and the TPC Golf Course, destination pavilion for entertainment with food truck space, stage and outdoor barbecue area

IT'S A LOT EASIER, LESS COSTLY AND MORE EFFECTIVE TO REFURBISH AND MODIFY THAN START FROM THE GROUND UP.

JEFF SUITER, ASSOCIATE PRINCIPAL

Though some older properties begin renovations in response to a burgeoning new demographic, others are motivated to spruce up after newer resorts set-up shop in the same neighborhood. That's exactly what happened to the Naples Grande Beach Resort when a Ritz-Carlton opened its doors in their backyard. Families who had checked into the Naples Grande in the past began to book the Ritz-Carlton instead. Concerned, the Naples Grande asked EDSA to come up with a plan. "When we designed the Mangrove Pool, we created an iconic amenity anchor with an authentic South Florida feel. The pool's intensified aquatic thrills include an enormous water slide that twists 100 feet around a rock tower through landscaped waterfalls while surging at 800 gallons per minute," says Lamont. "Once the water-based amenities were up and running, the hotel saw an immediate change in its occupancy and rates."



ALOFT SOUTH BEACH - MIAMI BEACH, FLORIDA

MIAMI BEACH EDITION BEACH RESORT

Renovations to the landmark 1955 Seville Hotel included \$100 million in architecture improvements and site work.

- 1 AMENITIES**
Two pools, cabanas, private sandy area for casual picnics, full floor entertainment area complete with nightclub
- 2 FAMILY FRIENDLY**
Children outdoor game area, movie nights, bowling alley, ice-skating rink
- 3 ACTIVE ZONES**
Pedestrian connection to Miami Beach Walk, fitness center, spa
- 4 MULTI-FUNCTIONAL SPACE**
Private event space, outdoor lounges, rooftop event terrace with expansive ocean views



HARRAH'S CASINO NEW ORLEANS -
NEW ORLEANS, LOUISIANA

Because differentiation is a huge factor in a makeover, adding a major element like a distinctive water slide or tapping into the site's natural assets can help a resort stand out. It is important to be unique and genuine with a diverse range of experiential offerings, and this places aging resorts with established heritage as diamonds in the rough.

Gaming and entertainment venues are also riding the renovation wave. Like resorts, these properties are searching for new revenue sources in the face of changing guest demands. "Fifteen or twenty years ago, gaming was the number one source of revenue in Las Vegas," explains Suiter. "Today, it accounts for only about 50% of a property's income so resorts needed other sources of revenue."

One of EDSA's long-time clients, Caesars Entertainment Corporation, requested EDSA's assistance for its Louisiana resort. "Caesars owns the Harrah's Casino New Orleans, which depended primarily on gaming for profit," Suiter explains. The property had high-end retail shops and upscale restaurants, but no pool that responded to the relaxed, luxury resort experience that guests wanting a break from the gaming tables demanded. "Not having top-of-the-line amenities can effect a hotel's bottom line. So, Caesars asked us to design a club-style pool area that would attract a more diverse guest."

While Caesars needed a state-of-the-art water attraction, it also sought to add amenities that would increase its share of the lucrative convention market. The flexible, dual-purpose space accommodates guests wanting to relax in the sun by day and easily shifts into a high-energy entertainment space at night. "We planned a three-tiered outdoor space so guests would feel comfortable whether there were 25 individuals on deck or 500. In designing a more expansive deck, we also created a series of custom cabanas for additional revenue," says Suiter.

Just as in life, nothing is as simple as it sounds. In planning and executing renovation projects—owners, operators, and contractors need to balance the needs of hotel operations and guests with the goals of the project. One critical decision is whether to close a hotel or portions of it during the project. "The answer often depends on the scope of the project," says LaMont. "If you want to stay open during renovations, you should examine the costs of adjusting renovation schedules and look to phased improvement plans. It may mean creating temporary lobbies, arrivals, and entertainment zones."

"Taking time to revamp an existing, underperforming asset to capture more business is not just about being more efficient and aesthetically attractive. You've got to program it so that the overall experience brings guests back again and again," Hutcherson says. "We've done this in a number of properties over the past few years and it's very exciting not only because of the new business the resort attracts, but more so—for the loyal guests who are completely awed when they return."

SECRET

01

Humans are multi-dimensional. Our many parts and pieces, bits of past, and snippets of present fit together to shape the people we become. Some of these elements are transparent and easily identified, but some we keep concealed, locked in our peculiar history. Normally these secreted talents, past lives, and mysterious hobbies survive only in our memories, but sometimes they are just too amazing and interesting to keep out of sight. From inside the EDSA vault, we reveal a few of the unknown talents, skills, and alter-egos of our unique team.



01. RICH HALLICK

Circa 1980, Madonna was hitting the charts, Mount St. Helens had erupted, and Rich Hallick was digging in as a serious competitive cyclist and triathlete. Taking his career as a burgeoning sportsman to the next level, Rich was selected as model for magazine shoots with Schwinn Bicycles and Adidas, in addition to a television commercial and billboard ad.

02. MYKHAILO PONOMARENKO

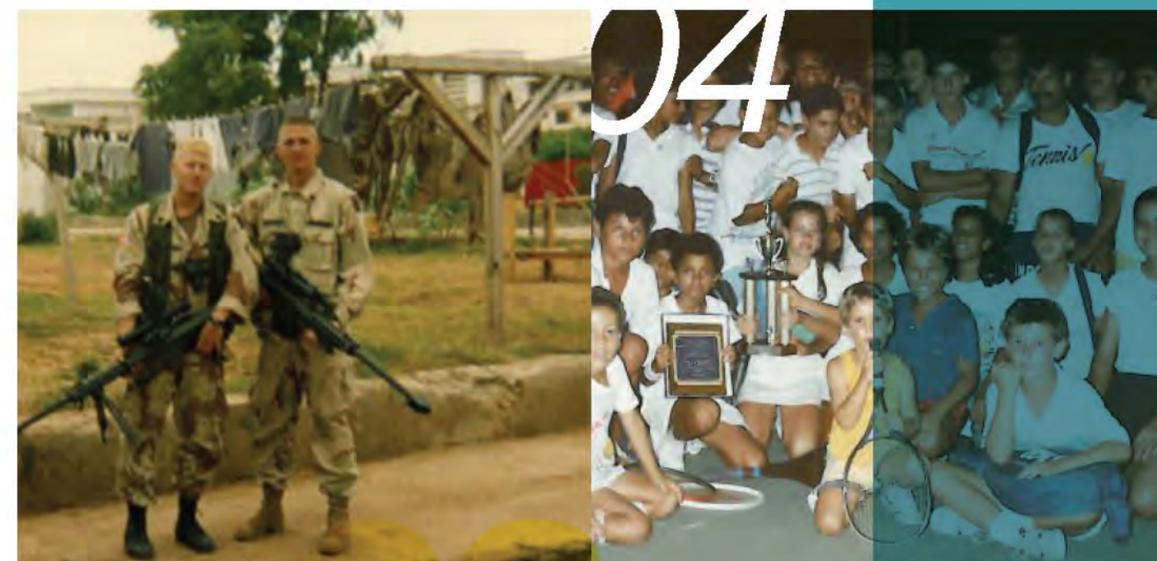
A true 'Lord of the Dance' Mykhailo has been a top contender in numerous World Irish Dancing Association Feis (competitions), including those in Kiev, Odessa, and Venlo where he took home several 1st place medals!

03. MIKE MEYERS

A modern day hero, Mike served as an infantryman with the 2nd Battalion, 14th Infantry, 10th Mountain Division from 1991-1994. He guarded Haitian refugees in Guantanamo Bay; attended Jungle Operations Training in Fort Sherman, Panama; helped with clean-up from Hurricane Andrew in Florida; and provided recon in Mogadishu, Somalia. Mike is proud to have served his country and honored to have worked alongside his 2-14 brothers.

04. MÓNICA GRIGORESCU

A rising star in Venezuela, Monica ended her junior's tennis career as number two in the country before moving to the U.S. where she became National Singles Champion during her sophomore year in college. She played number one position on the team.



03

04

05



05. SETH KING

Our very own Martha Graham, Seth is a master at expressing emotion through movement. His repertoire encompasses ten years of study in both modern and contemporary styles of dance. Although he has put away his leggings for now, he still enjoys getting his groove on when the weekend rolls around.

06. CHRISTIAN FENECK

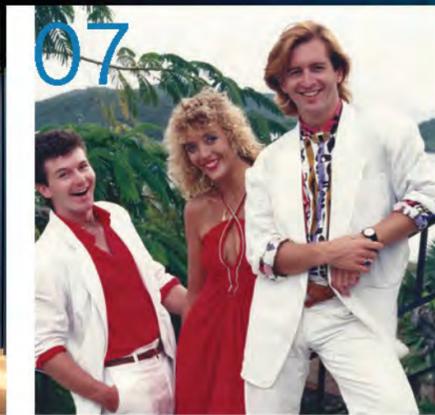
An award winning painter, installation artist, and curator working primarily in South Florida, Christian's work explores the relationship of color and space and has been exhibited in numerous galleries and featured in various local and national publications.



06

07. JOEL JOHNSON

Originally a music major in college, Joel performed throughout the '80s in bands up and down the east coast, in the Midwest, and even as far away as St. Thomas and the U.S. Virgin Islands where he lived and played for a time. He toured locally in clubs until '93 when he joined the EDSA family and his music took a backseat to design.



07

08. MICHAEL GEHART

Basking in the joy of the journey, Michael, gymnast turned stuntman has won three Division-I NCAA National Championships and was named co-captain of the 2005 championship team. His time as a career gymnast opened the door for many opportunities including time working on Pirates of the Caribbean: At World's End.



08

Dillard GROUP



09

09. JOSHUA BAUMAN

A young thespian, Josh acted in his first self-written play in fifth grade and has performed in more than a dozen dramas and musicals since then with roles ranging from the Cowardly Lion in The Wizard of Oz to Otto Frank in the Diary of Anne Frank.

10. MARC HALL

From small beginnings come great things. In the case of Marc Hall's '15 by 25' miniature village landscape, this saying holds true. Marc started building this tiny world with his dad a couple of years ago. The pair built most of the individual components in Florida and then transported and re-assembled them at his childhood home in Michigan.



10

11. BRANDON HUFFMAN

Classically trained in the vocal arts, Brandon previously sought a career in acting, principally stage, theatre and voice, attending Otterbein University, a prestigious arts college. Now, he gets his thrills winning karaoke contests in between project deadlines.

12. MIHAELA ZAHARESCU

Whether Landscape Architect by day, or ceramic artist by night, Mihaela's creative juices are constantly flowing. She received high praise for her ceramic works presented at the Broward Art Guild Exhibit last August.

13. PAUL KISSINGER

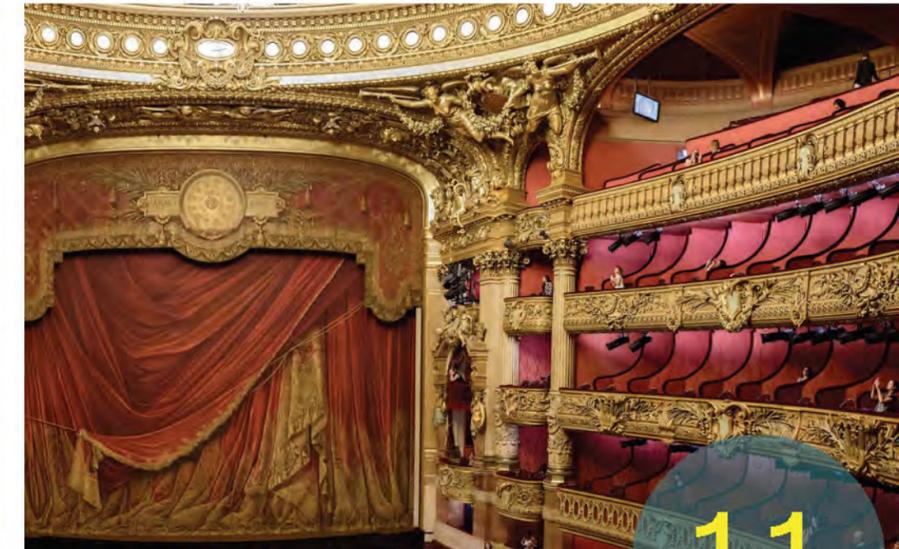
Filling his home with handmade creations, Paul is a hobbyist woodworker/carpenter, who enjoys crafting fine furniture from scratch.

14. ASHLEY SCHWEMMER

While not formally trained in clothing design, Ashley has found her creative niche fashioning costumes, custom accessories, shoe graphics, and other various 'accoutrements' for themed bachelorette parties, weddings, and K-State fans. Glitter is her preferred medium.

15. JILL MARTINEZ

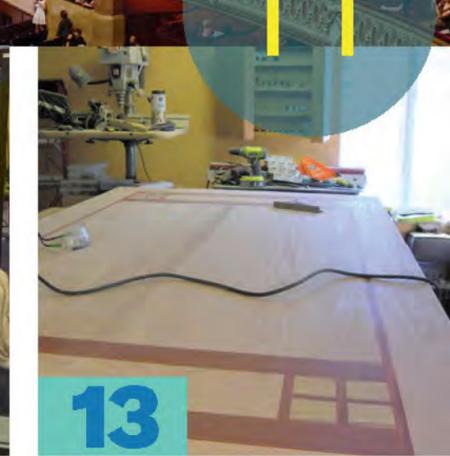
What better way to learn the economics of money and marketing than to take bets from middle-aged men at Off-Track Betting (OTB) in New York. Doubling as a pseudo bookie, Jill spent her college summers in these not so swanky betting parlors and quickly learned the difference between an exacta, quinella, and parlay. Really dad, was this the best idea?



11



12



13



15

14



A close-up photograph of a teal-painted wooden plank. The plank is oriented horizontally and shows a dark metal fastener, possibly a bolt or screw, on the right side. The metal has a textured, dark appearance with some visible rust or wear. The teal paint on the wood has a slightly grainy texture. The lighting is even, highlighting the textures of both the wood and the metal.

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