



BIRD WATCHING
观鸟

BEACH FUN
海滩游乐

DISCOVERY
探索

LEARNING
学习

INTER

GROWING HEALTHY DUNES

1. 沙丘作为课堂。解说中心的室内外展示将帮助游客了解沙丘生态系统。创新性教育项目将建立对公园的监管，并成为公园探索中心。解说中心力图达到世界最严格的绿色建筑计划——“生态建筑挑战”的标准。
1. Dunes as classroom. The Interpretive Center will have indoor and outdoor exhibits to engage visitors with the dune ecosystems. Innovative educational programming will build stewardship and serve as a launch point for exploring the park. The Interpretive Center will aim to achieve Living Building Challenge, the most rigorous green building standard in the world.



动态景观的适应性规划： 阿拉巴马州海湾州立公园总体规划

ADAPTIVE PLANNING FOR A DYNAMIC LANDSCAPE: ALABAMA'S GULF STATE PARK MASTER PLAN

吉娜·福特，詹姆斯·迈纳 / Gina FORD, James MINER

逾越千年的沙粒堆积形成了美国墨西哥湾的沙滩，这些古老的景观常常让人们忽视了此地近年来频发的具有破坏性且难以预测的变化。在过去几十年间，这些地区面临着种种突变，包括频发的飓风等自然灾害、每年夏季大量游客蜂拥而至带来的文化冲击，以及以2010年墨西哥湾漏油事故为代表的人为影响。为应对这些变化，负责该地区自然系统监控和规划的政府部门启动了海湾州立公园总体规划项目。该项目总面积达25km²，占据了阿拉巴马州近五分之一的广受欢迎的海岸线，并拥有多个沿海生态系统。该项目于2015年启动，采用适应性管理的理念——这是一个结构性的迭代过程，具有高度不确定性，通过观察管理之后的变化而进行决策。

总体规划提出的初期工作既全面又富有远见：一方面致力于保护和改善环境，另一方面通过吸引更多的游客来此体验并了解当地的自然资源，促进该地区的经济稳步发展。该项目获英国石油公司墨西哥湾漏油事件和解资金资助，明确了初始阶段的五项行动元素。在英国石油公司漏油事件之后，国家资源损害评估委员会（NRDA）主持了该

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摘要

墨西哥湾州立公园总体规划对于阿拉巴马海岸一处面积约25km²的公园提出的战略框架，旨在为日益复杂的环境提出新的开发模式。通过整合动态景观、新兴的适应性管理技术与包含早期行动计划的规划过程，该项目提出了一项新型总体规划，其实施计划和战略规划并存，且实时相互反馈。本文将讨论总体规划的框架和愿景、审查早期行动要素，同时阐释参与式规划与设计的价值。

关键词

弹性；总体规划；沿海；公园；生态

ABSTRACT

The Gulf State Park Master Plan — a strategic framework for this beloved 6,150-acre park in coastal Alabama — offers a new model for addressing increasingly complex environments. The dynamism of the landscape, its context of emerging adaptive management techniques, and the need to accommodate built-in early action strategies allowed for a new kind of master plan, one where implementation and strategy co-existed and informed one another in real-time. We provide an overview of the master plan vision, examine its early action elements, and explain the value of engaging in planning and design implementation concurrently.

KEY WORDS

Resilience; Master Planning; Coastal; Park; Ecology

译 刘姝 涂先明

TRANSLATED BY Shu LIU Xianming TU

项目地址：

美国阿拉巴马州

项目面积：25km²**项目合作：**

总体规划：Sasaki

建筑设计：Architecture Works建筑事务所、Lake Flato建筑事务所、Rabun Rasche Rector Reece建筑事务所

海湾可持续性顾问：海湾州立公园流域办公室

沿海生态顾问：Barry A. Vittor 合伙人环境研究与咨询公司

区域景观：Spackmann Mossop and Michaels景观设计事务所

公园管理顾问：Sasaki、Heller and Heller咨询公司

市政工程：Thompson工程公司

施工管理：Volkert交通及基础设施工程公司、SKANSKA

开发与建设集团

环境合规：Volkert交通及基础设施工程公司

交通规划：Sasaki

交流：InkHouse公关公司

品牌：Sasaki

首席设计师：

詹姆斯·迈纳（首席规划师）、吉娜·福特（首席景观设计师）

项目团队：

Zach Chrisco（市政工程师）、Jill Dixon（项目负责人、

规划师）、Kate Tooke（景观设计师）、Sam Pease

（环境图形设计师）、Terri Dube（品牌图形设计师）、

Andrew McClurg（交通规划师）、Anthony Fettes（生态

学家）Nicholas Steinkraus（景观设计师）、Wendy

Wang（景观设计师）、Thomas Nideroest（景观设计

师）、Kevin Hebard（市政工程师）、Michael Tavilla

（图形设计师）、Jessica Grant（图形设计师）、

Marguerite Sulmont（规划师）、Theresa O'Neil（规划

师）、Thiyagarajan Adi Raman（项目策划师）、Phillip

Bruso（规划师及项目策划师）、Kenneth Goulding（规

划师及项目策划师）

设计时间：

2016年

LOCATION:

Alabama, USA

AREA (SIZE):

6,150 acres

PROJECT COLLABORATORS:

Master Planner: Sasaki

Architects: Architecture Works, Lake Flato, Rabun Rasche Rector Reece

Gulf Sustainability Specialist: Watershed

Coastal Ecologist: Barry A. Vittor and Associates

Regional Landscape: Spackmann Mossop and Michaels

Park Management Specialists: Sasaki, Heller and Heller

Civil Engineers: Thompson Engineering

Construction Management: Volkert, Inc., SKANSKA

Environmental Compliance: Volkert, Inc.

Mobility Planning: Sasaki

Communications: InkHouse

Branding: Sasaki

PROJECT LEADERS:

James Miner (Principal Planner), Gina Ford (Principal

Landscape Architect)

PROJECT TEAM:

Zach Chrisco (Civil Engineer), Jill Dixon (Project

Manager, Planner), Kate Tooke (Landscape Architect),

Sam Pease (Environmental Graphic Designer), Terri

Dube (Brand Graphic Designer), Andrew McClurg

(Transportation Planner), Anthony Fettes (Ecologist),

Nicholas Steinkraus (Landscape Architect), Wendy

Wang (Landscape Architect), Thomas Nideroest

(Landscape Architect), Kevin Hebard (Civil Engineer),

Michael Tavilla (Graphic Designer), Jessica

Grant (Graphic Designer), Marguerite Sulmont

(Planner), Theresa O'Neil (Planner), Thiyagarajan

Adi Raman (Programmer), Phillip Bruso (Planner

and Programmer), Kenneth Goulding (Planner and

Programmer)

DESIGN PERIOD:

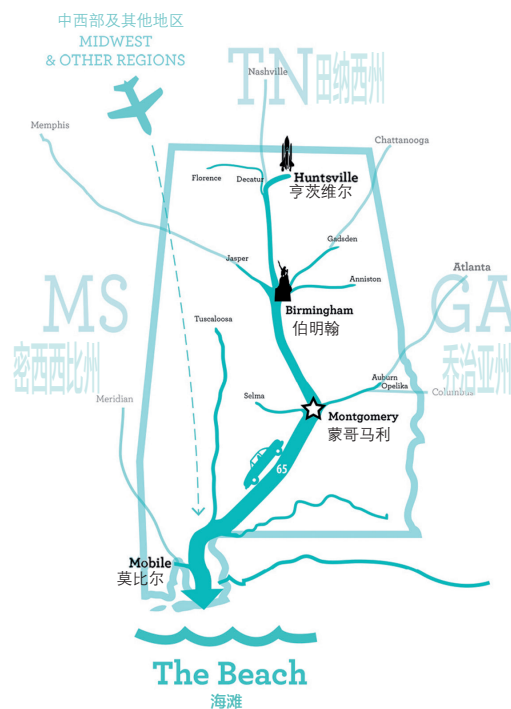
2016

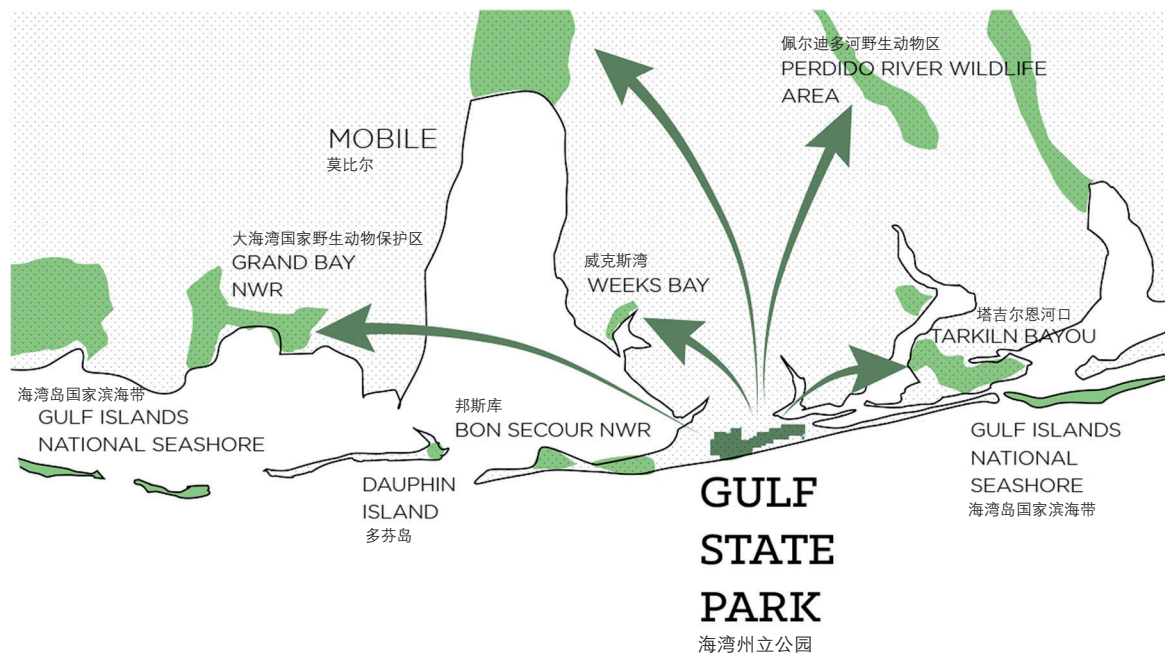
地区的恢复工作，并为开展五项行动元素提供贷款援助。

通过整合动态景观、新兴的适应性管理技术与包含早期行动计划的规划过程，该项目提出了一项新型总体规划，其实施计划和战略规划并存，且实时相互反馈。这一“适应性”总体规划过程为应对日益复杂的动态环境提供了全新的模型。本文将讨论总体规划的框架和愿景、审查早期行动要素，同时阐释参与式规划与设计的价值。

总体规划

2010年，墨西哥湾漏油事件使墨西哥湾沿岸地区遭受重创。事故不但导致阿拉巴马州的海滩被迫关闭，即使在原油被清理之后，经济仍长期受到影响，海湾州立公园修复项目因此应运而生。该项目致力于挖掘阿拉巴马州最具生态价值的海滩资源，吸引更多游客，并帮助游客了解该地区特殊的生态系统。另外，项目也聚焦于如何利用公园的独特资源，使其成为环境和经济可持续发展的国际典范。在这里，每一位游客都能够亲近自然。





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2. 该公园对于国家、区域和地方均有很高的价值。海湾拥有近25km²的栖息地，其为候鸟迁徙路线上的重要节点。这座公园也将成为阿拉巴马州最受欢迎的海湾，吸引来自州内甚至更远地方的游客。公园将成为一个经济引擎，并为整个阿拉巴马州的保护提供支持。
3. 海湾州立公园生态系统丰富且规模庞大，在区域生态中扮演着重要的角色。

2. A park with national, regional, and local value. With 6,000 acres of habitat on the Gulf, the park is an important link in continental migration patterns. It also serves as Alabama's front porch on the Gulf, drawing visitors from the state and beyond. The park is an economic engine, supporting conservation throughout Alabama.
3. With its diverse ecosystems and large size, Gulf State Park plays an important role ecologically in the region.

海湾州立公园修复项目作为公园总体规划的指导框架，为总体规划的进程提出了愿景：海湾州立公园将成为经济和环境可持续发展的国际典范，以及户外休闲、教育和舒适住宿的最佳实践。

项目的总体规划在Sasaki事务所的领导下历时一年完成，其设计方案强化了公园的运营，并确保实现长期的经济可持续发展。该项目将深度场地分析与资料编纂相结合，对未来可能的远景进行探索，并由优选出的愿景汇总推导出总体规划，最终分三个阶段实施。另外，项目团队开展了广泛的项目外展活动，举办了多次公众意见征集，建立利益相关方的讨论组，并对来自全国各地的近2 600人进行了调研。

该项目的目标反映出社区、利益相关者和公园游客反复提及的首要需求，这些殷切期望促成了最终总体规划中的建议与项目的形成。首先，该项目通过保护和加强公园多样化的生态系统以保障景观、水道和野生动物栖息地的健康，从而实现环境修复。其次，该项目倡导随时随地学习，通过充分挖掘公园作为一处户外课堂的潜力，让各个年龄段的学生都能参与到环境调查和探索中来。再次，该项目着眼于改善交通，包括公

园内的自行车系统和步行系统。最后，该项目旨在改善游客体验，确保住宿区和野餐区等公园设施满足不同使用群体的需求。

早期行动要素及实施过程

总体规划不但展现了公园的背景与总体愿景，还对早期恢复项目提出了建议，其中包含一系列可在近期实施的策略。下文将列举建立在现有公园特色基础上的五大要素，旨在挖掘公园的潜力以使其成为墨西哥湾独一无二的环境和教育目的地。

提升游客体验

公园每年将接待60万游客，新建近16km的步行道、自行车道和跑步道；改善5.6km的公园现有步道；并对全园的路线进行优化，游客无需驾车便可饱览园中各个景点；新的标识和信息亭可以为游客提供周边环境信息。工程预计在2017年开始实施。

修复沙丘

该项目将采用创新的技术和乡土植物（且无需额外铺沙）来修复相当于50个橄榄球场面积的沙丘，以保护内陆地区免遭风

暴侵袭并为多种动物提供栖息地。其中野生动物自然栖息地的恢复将支持阿拉巴马海滩鼠、筑巢海龟、滨海鸟类等美国濒危物种数量的增加。现有的堤坝过高，阻隔了沙粒的流动。通过有策略地在工程性的堤坝上设置缺口，沙粒将更容易流入二级和三级沙丘。借由栽种乡土植物、回收废弃的圣诞树、设置防沙栅栏、清除入侵物种等措施来稳固这些缺口。沙丘修复过程的第一批缺口已准备就绪，且所有数据都将被持续监测。

建立解说中心

在海滩亭附近设立的交互展示空间将包含会议室、学习空间，以及有关这一区域独特环境的室内外教育信息。这栋达到“生态建筑挑战”标准的建筑，其建造过程本身就是教育的一部分。场地分析以及前期概念设计现已展开。

建立学习园区

公园中的一个新的学习园区将提供多种研究和教育项目。新增的住宿设施使学生群体、研究人员和公园游客更乐于在此停留。餐饮设施将服务于所有访客。学习园区将选址于公园现有的办公总部，便捷的地理位置

有助于周边社区和学校参与到教育活动中来。园区的设计目前也正在进行中。

重建海湾州立公园的住宿设施

过夜住宿和会议设施力图使每位游客都感到宾至如归，而且还将提升公园海滩、步道、淡水生态系统及其他自然资源的公众可达性。这个公园也将成为弹性的、环境友好型海滩的开发典范。项目原有的旅店始建于20世纪70年代，在2004年的飓风伊万中被摧毁。相较于原来的旅店，项目重建的住宿设施占地面积更小。该项目已经奠基，设计方案正在推进。

适应性规划的价值

总体规划通常会对未来作出合理的预测，并采用上下游式流程的实施策略。与常规总体规划不同的是，该项目中规划策略的提出与项目的实施需要同步进行，而这两者的融合为规划过程与设计结果带来了意想不到的创新，为我们今后的工作提供了借鉴。

从初始即具有的广度与深度

通常来说，总体规划是一个按步骤逐一进行的线性过程——首先由战略规划专家构

建愿景，之后由项目实施人员提出具体的实施建议。但是有时由于资源有限，或为避免过于细节的信息干扰愿景的描绘，或纯粹出于习惯，常规的总体规划过程可能无法引入高度技术性或是专业性的专家参与。由于该项目场地具有动态性和敏感性，加之希望项目规划与实施并行，技术专家成为了贯穿墨西哥湾总体规划始终的整合性核心资源之一。

公园的沙丘景观最能体现将愿景与严谨的技术相结合所带来的价值。沙丘是公园中最常见但又高度敏感的景观。总体规划中绘制了沙丘形成的历史、其生态价值与保护沙丘的基本原则；而同时在实施项目过程中提供了特定的沙丘景观的详细信息，以及针对具体的场地尺度的最佳实践。这种理念与实施并行的方式，使我们能够更深入地了解项目过程中的机遇和挑战，进而使规划人员见证并学习景观修复的过程，使设计师理解高度专业化的施工技术背后更深层的原因。

环环相扣

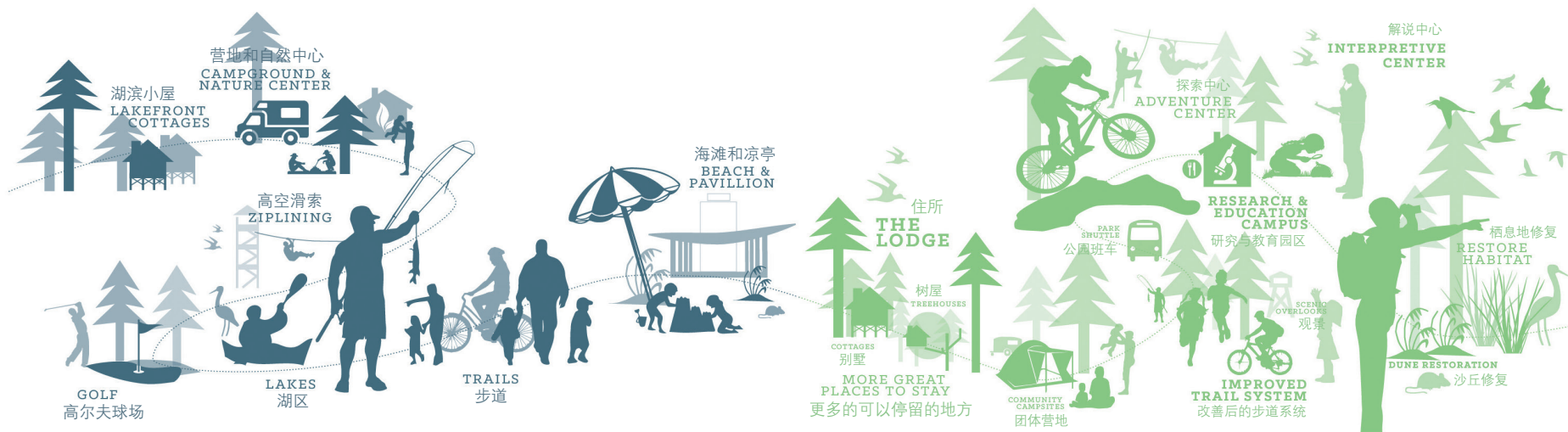
总体规划提出的实施计划通常需要几年甚至几十年才能得以实现。在这种情况下，某些重要的、策略性的概念可能在项目进行过程中被遗漏。为防止这类情况发生，总体

规划有时会制定全面的实施策略或导则，而这类文件很难付诸现实，因为其无法准确捕捉所有信息，或面临另一个极端——实施建议设计得过于严苛，没有给突发情况或是变化留有足够的余地。

海湾州立公园的早期实施方案是一部富有生机且灵活的“指南”，也是未来开发的模板。总体规划师没有像传统的规划一样，在完成规划之后就“撒手不管”，而是参与到项目实施过程中，确保项目战略目标变为现实。例如，公园讲解中心的设计初衷是作为学习设施，承担介绍公园与周边地区丰富历史的功能，而这类建筑项目通常是不会涵盖向游客讲述区域范围内的景观内容的。不仅如此，解说中心本身需要达到绿色建筑的标准，其也将成为阿拉巴马州第一座经“生存建筑挑战”计划认证的建筑。总体规划师参与到设计过程中，确保了整个项目围绕大目标进行，最大程度地降低了愿景与实施脱节的风险。

社区参与带来切实而直接的变化

几乎在任何项目的初始阶段，我们都能听到一条来自委托方的普遍诉求：我们不要那种“挂在墙上”的规划。我们还会听到可怕的“规划疲劳”：当社区参与并不能转化



Today: A Cherished Asset

今天：一份值得珍视的财富

Tomorrow: An Even Better Park

明天：一个更美好的公园

4. 总体规划的长期愿景：海湾州立公园将成为经济和环境可持续发展的国际典范，成为户外休闲、教育和舒适住宿的最佳实践。
 5. 总体规划要素。总体规划将分三期实施。同时，公园的管理和环境修复措施包含在各个阶段中。
4. The master plan is a long-term roadmap to fulfill the vision: Gulf State Park will be an international benchmark for economic and environmental sustainability demonstrating best practices for outdoor recreation, education, and hospitable accommodations.
 5. Master plan elements. Three recommended phases make up the Master Plan. In addition, park operations and environmental restoration recommendations are integrated in all phases.

为实际行动时，即使面对最迫切的倡议，社区也不会参与。墨西哥湾总体规划项目成功避免了上述两点问题。

该项目最具争议的建议之一是将一条贯穿公园的繁忙的高速路转变为专供行人及公园班车使用。这条高速路原本切断了广阔的湿地生态系统，且道路规模超出了这一地区所需的交通量。该项目将这一理念与前期实施计划的交通目标结合起来，在总体规划最终被采纳之前即关闭了道路。改造后的道路引入了新的人行设施，如标识、植被和导向系统，并与原有的步道系统连接起来，最终

形成一条连续的环路。在项目初期，社区参与就已经非常积极，这使公园负责人和游客能够直接看到交通投资的价值。

阿拉巴马州海湾州立公园提出了一个规划框架，证明了此处重要自然资源的经济、生态和社会价值。它同时为改变与实施提出了社区参与框架。前期实施计划形成了切实可行的示范，证明这些饱含热情的理念是可以转化为现实的。总体规划亦旨在激发公园成为可持续发展全球典范的潜力，我们希望这一进程本身也能成为世界各地敏感性与动态性景观设计的样板。LAF





常绿林+松树草原
EVERGREEN
FORESTS + PINE
SAVANNAHS



Slash Pine
湿地松
Longleaf Pine
长叶松
Live Oak
常绿栎
Saw Palmetto
锯叶棕

海岸林
MARITIME
FOREST

Wild Olive
野橄榄
Common Persimmon
弗吉利亚州柿木
Live Oak
常绿栎

Coralbean
刺桐
Yaupon
代茶冬青
Saw Palmetto
锯叶棕
Bracken Fern
欧洲蕨

White Tailed Deer
白尾鹿

Southern Flying
Squirrel
南部鼯鼠

Wood Thrush
画眉

沙脊/矮丘
DUNE RIDGE /
SAND SCRUB

Large Leafed
Jointweed
大叶海滨假蓬
Sand Live Oak
沙生栎
Sand Pine
沙生松
Saw Palmetto
锯叶棕

Godfrey's Golden
Aster
戈弗雷金菊
Gulf Coast Frostweed
海湾岩蔷薇
Pine Barren Flatsedge
松林莎草
Purple Sandgrass
灰毛豆

Red fox
赤狐

Eastern
diamondback
rattlesnake
东部菱斑响尾蛇

淡水及咸水湿地
FRESH + SALT
MARSH

Slash Pine
湿地松
Common
Buttonbush
美洲悬铃木
Marsh Fern
湿地蕨
Scarlet Hibiscus
红秋葵
Sawgrass
锯齿草
Black Needle Rush
黑针灯芯草

Golden Topminnow
黄金鲮
Southern Leopard
Frog
南部豹蛙

Cottonmouth Snake
百步蛇

开敞水域
OPEN WATER

Great Blue Heron
大蓝鹭

American Alligator
美洲鳄

Bayou Killifish
河口鲮鱼

Gull-Billed Tern
鸥嘴噪鸥

滨海沼泽
COASTAL SWALE

Red Maple
红枫
Common Buttonbush
美洲悬铃木
Atlantic St. John's-
Wort
大西洋圣约翰草
Dahoon Holly
冬青

Gulf Bluestem
海湾蓝茎草
Saltmeadow
Cordgrass
狐米草
Golden Canna
黄花美人蕉

Least Bittern
姬苇鹭

Narrowmouth Toad
狭口蛙

Banded Water Snake
赤腹游蛇

沙丘
DUNES

Large Leafed
Jointweed
大叶海滨假蓬
Sand Live Oak
沙生栎
Sand Pine
沙生松

Sea Shore Elder
海滨紫菀
Seaside Panicum
黍稷
Sea Oats
海滨燕麦草

Piping Plover
笛鸽

Alabama Beach
Mouse
阿拉巴马海滩鼠

海滩+海湾
BEACH + GULF

Bitter Beachgrass
海滩草
Gulf Bluestem
海湾蓝茎草
Sea Oats
海滨燕麦草

Loggerhead Sea
Turtle
大西洋鱟龟
Kemps Ridley Sea
Turtle
肯普氏丽龟

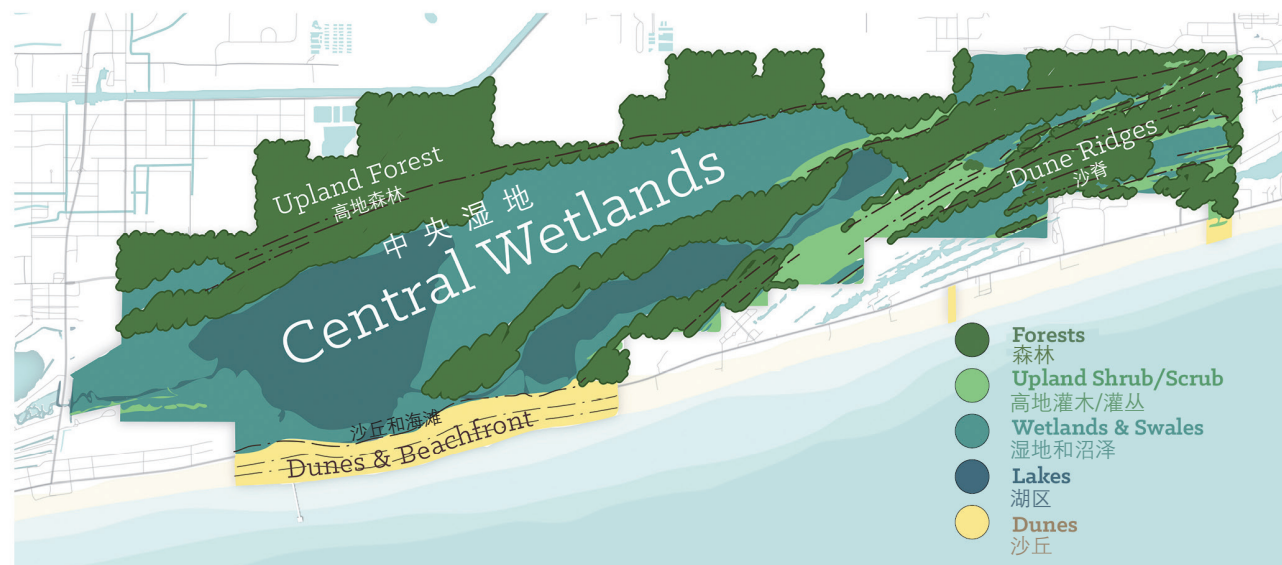
Brown Pelican
褐鹈鹕

of the Park is
29% FOREST
森林占公园总面积的29%

of the Park is
44% WETLAND
湿地占公园总面积的44%

**2 MILES OF
BEACHFRONT**
3.2km长的海滩

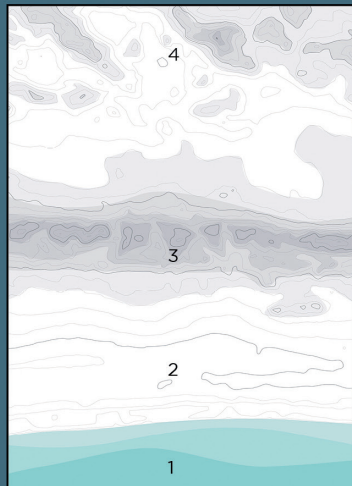
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6



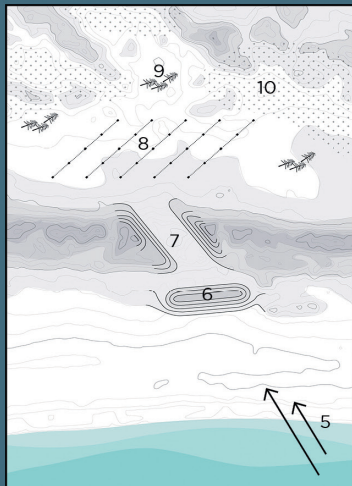
- 公园多样的生态系统。总体规划将挖掘阿拉巴马州最珍贵的生态财富，吸引游客来到海滨，帮助他们了解该地区特殊的生态系统。
- 自然框架尊重、修复并改善了公园的生态系统和自然特征。公园生态系统的自然结构表明了公园的开发区域——例如营地、野餐区——如何融入自然背景之中；同时也构成了保护与修复的重点区域的整体环境。
- The park's diverse ecosystems. The master plan will expand access to one of Alabama's most ecologically rich treasures, bringing more visitors to the coast and helping them learn about the region's special ecosystems.
- Natural framework respect, restore, and improve the park's ecosystems and natural character. The natural structure of the park's ecosystems informs how the park's developed areas like the campground and picnic area sit in their natural context. It also provides the context of important sensitive areas to conserve and restore.

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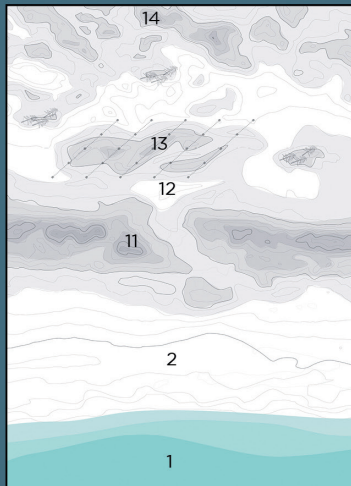
EXISTING CONDITION 现状



INTERVENTION 干预措施



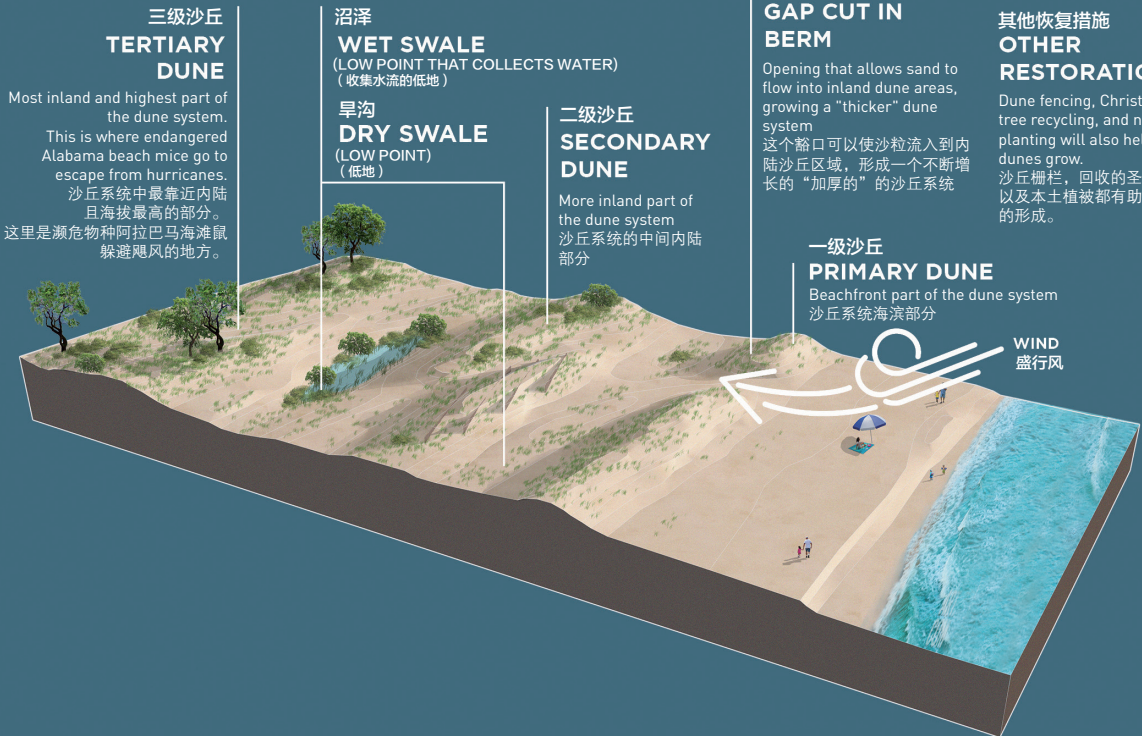
FUTURE SCENARIO 未来预景



- | | |
|--|----------------------|
| 1. The Gulf | 1. 海湾 |
| 2. Beach | 2. 海滩 |
| 3. Engineered Berm Serves as Primary Dune | 3. 工程性堤坝作为一级沙丘 |
| 4. Remnant Secondary Dunes | 4. 残余的二级沙丘 |
| 5. Prevailing Northwest Winds | 5. 盛行风为西北风 |
| 6. Plug of Sand | 6. 拦截沙粒 |
| 7. Cut in Engineered Berm | 7. 工程性堤坝中的切口 |
| 8. Sand Fencing | 8. 拦沙栅栏 |
| 9. Recycled Christmas Trees | 9. 回收的圣诞树 |
| 10. Native Dune Plantings, Removal of Invasive Species | 10. 引入本土沙丘植被, 清除外来物种 |
| 11. Primary Dune | 11. 一级沙丘 |
| 12. Interdunal Swale | 12. 丘间水沟 |
| 13. Growing Secondary Dunes | 13. 不断形成的二级沙丘 |
| 14. Established Dune Vegetation | 14. 种植沙丘植被 |

**FUTURE GOAL:
A HEALTHY,
DEEP DUNE SYSTEM**

未来目标:
一个健康的、宽广的沙丘系统



8. 海湾州立公园沙丘修复过程旨在重建一个健康、动态和完整的沙丘系统。策略性地在工程性堤坝上设置缺口, 可以使沙粒流入沙丘系统的深处。
8. The Gulf State Park dune restoration process aims to restore a healthy, dynamic, and complete dune system. Strategic cuts will be made in the engineered berm to allow sand to move more deeply into the dune system.

Created by the accretion of sand over millennia, the ancient landscape of America's Gulf Coast belies a recent history of frequent disruptive and dynamic change. Natural disasters like recurring hurricanes, cultural forces like significant summer swells of visitors, and manmade impacts like 2010's historic Deepwater Horizon Oil Spill are just a few examples of the kind of abrupt change this region has faced in the

past decade. In response, those responsible for the oversight and planning of the region's natural systems initiated a master plan for Gulf State Park, whose 6,150 acres span across nearly one fifth of Alabama's popular coastline and is home to several diverse coastal ecosystems. The master plan, initiated in 2015, embraces the notion of adaptive management — a structured and iterative process where uncertainty is high



MAJOR PATHS 主要道路

Similar in feel to the existing Hugh S. Branyon Backcountry Trail, these trails have room for avid cyclists, walkers and groups.

与现有的休·布兰恩乡间路径类似，这些路径将供骑行者、步行者以及成群结队的游客使用。

NATURE TRAILS 自然步道

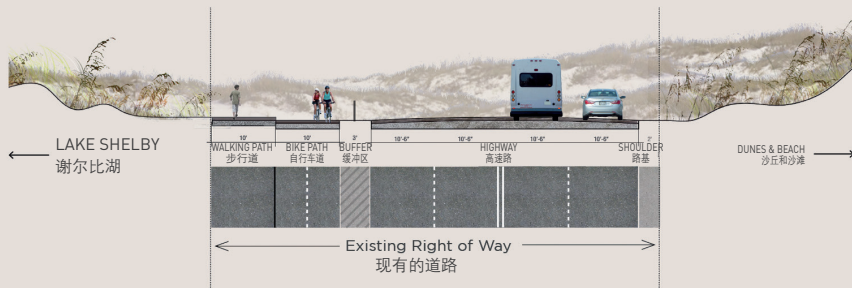
These narrower and softer trails are made for walking and hiking. They traverse the park's upland environments.

这些尺度更怡人，更结合自然的步道穿越公园的高地环境，可供人们漫步或徒步。

WETLAND CROSSINGS 湿地通道

Wooden boardwalks provide access to the park's wetter areas. These elevated paths include interpretive signage and places to pause and enjoy the view.

木质的栈道使游客可以靠近公园的湿地区域。这些高架道路包含解说牌、休息处和观景点。



佩尔迪多滨海大道提升策略

PERDIDO BEACH BOULEVARD IMPROVEMENTS

The added safe sidewalk and cycle track along the north side of Perdido Beach Blvd. connect the trail system south of Lake Shelby and combine with intersection improvements to ensure comfortable pedestrian routes to the beach from the heart of the park.

沿着佩尔迪多滨海大道的北侧增加了安全的步行道和自行车道，其与谢尔比湖南侧的步道系统连接起来，并与交叉路口的改进项目相结合，保证游客可沿舒适的步行线路从公园的中心区域到达海滨。



9. 休·布兰恩乡间路径是公园目前最受欢迎的要素之一。路径系统拓展及改善计划将创建一个丰富的步道系统，使游客可以到达公园各处。
10. 海湾州立公园的营地是最受欢迎的设施之一，在未来，改造后的营地将成为游客的首选。升级措施包括使营地道路更加安全、更适于步行者和骑行者通行，增加树荫，细分营地类型，包括围绕着中央绿地的露营地和共享营地。
9. The Hugh S. Branyon Backcountry Trails are one of the most beloved elements of the park today. Trail network expansion and enhancements will create a diverse trail system that connects people to destination across the park.
10. Gulf State Park's campground is one of its most beloved assets, and improving it ranked at the top of future priorities by park visitors. Upgrades include making campground road safer for pedestrians and bicyclists, adding trees for shade and privacy, and diversifying the stock of campsites to include tent sites and social campsites organized around central green space.

and decisions are informed by observation of managed change over time.

The initial charge of the master plan was both broad and visionary: it committed to preserving and enhancing the environment while adding economic stability to the region by inviting more people to experience the park and learn about its natural resources. The plan was funded by the BP Deepwater Horizon settlement. From this settlement came five elements identified for early action, which were financed by the Early Restoration funding from the National Resource Damage Assessment (NRDA) Process. NRDA led restoration efforts in the area following the BP oil spill.

The confluence of these conditions — a dynamic landscape, a context of emerging adaptive management techniques, and a

planning process with built-in early action — allowed for a new kind of master plan, one where implementation and strategy co-existed and informed one another in real-time. This “adaptive” master planning process offers a new model for addressing increasingly complex and dynamic environments. Here, we will discuss the master planning framework and vision, examine early action elements, and explain the value of engaging in planning and design implementation concurrently.

Master Plan

In 2010 the Deepwater Horizon Oil Spill devastated the Gulf Coast. In Alabama, beaches closed, and the economic impacts endured long after the last of the oil was

cleaned up. The Gulf State Park Restoration Project emerged out of this disaster, seeking to expand access to one of Alabama's most ecologically rich treasures, bringing more visitors to the coast and helping them learn about the region's special ecosystems. It also focused on building on the park's unique assets to transform the park into an international model of environmental and economic sustainability. The park would be a place where every visitor could connect with nature.

The Gulf State Park Restoration Project served as the governing framework for the park's master plan. It created the vision statement intended to guide the master planning process: Gulf State Park will be an international benchmark for economic and environmental sustainability demonstrating



best practices for outdoor recreation, education, and hospitable accommodations.

The master planning process, led by Sasaki, lasted twelve months and yielded strategies to strengthen the park's operations and ensure long-term economic sustainability. The process integrated deep site analysis and documentation, exploration of potential future scenarios, and codification of the preferred vision into a master plan with three phases of physical improvements. The team also conducted extensive project outreach, hosting multiple public open houses, engaging stakeholder focus groups, and surveying nearly 2,600 people from across the nation.

Reflecting the high priority needs consistently mentioned by the community, stakeholders, and park visitors, aspirational goals form the foundation of all ultimate master plan recommendations and projects. First, the plan champions restoration of the

environment by preserving and enhancing the park's diverse mix of ecosystems to ensure healthy landscapes, waterways, and wildlife habitat. Second, the plan celebrates learning anywhere (and all the time) by maximizing the potential of the park as an outdoor classroom that engages students of all ages in environmental inquiry and discovery. Third, the plan outlines improvements to mobility, including bicycling and walking systems in the park. Lastly, the plan seeks to enhance visitor experience, ensuring that park amenities like lodging and picnic areas meet the needs of diverse user groups.

Early Action Elements and Implementation

While the master plan provided the context and overarching vision for the

11. 多条环形路径和多样的路径类型便于游客仅停车一次便可探索公园全貌。一段2号州立公园路将被封锁，从而为行人、骑行者和公园班车创造一条安全的主要线路。
12. 由于高尔夫球场的收入和使用率都在下滑，总体规划计划将其改造为一个“公园探索中心”，通过引入零售产业，提供多种多样的户外活动项目。此外还包括乡村留宿设施，以及一处新的设有徒步道和观鸟点的保护区。

11. More trail loops and a greater variety of trails means it will be easier to park once and explore all that the park has to offer. A section of State Park Road 2 will be closed to vehicular traffic, creating a safe, central route for pedestrians, bicyclists, and a new park tram.
12. Because the golf course is experiencing declining revenue and usage, the master plan recommends repurposing it as a "Park Adventure Launch," providing a range of new outdoor activities supported through a retail partner; rustic overnight accommodations; and new conservation land with hiking trails and birding stops.



park, the proposed early restoration project components established a number of strategies ready for near-immediate implementation. The five elements outlined below build upon existing park features to enhance the park's potential to become a one-of-a-kind environmental and educational destination on the Gulf Coast.

Enhancing the visitor experience

The park's 600,000 annual visitors will enjoy a vastly improved experience with nearly 10 miles of new walking, cycling, or running trails; approximately 3.5 miles of enhancements to existing park trails; and better connections throughout the park so visitors will not need to drive as much to see all that it has to offer. New signs and kiosks provide visitors with information about the surrounding environment. Construction is scheduled to begin in 2017.

Restoring the dunes

The project will use innovative techniques and native plantings (without trucking in more sand) to restore the equivalent of more than 50 football fields of dunes, which protect inland areas from storms and provide a habitat for many animals. In particular the restoration of the natural habitat for wildlife will support populations of the federally endangered Alabama beach mice, nesting sea turtles, and shore birds. This project focuses on cutting strategic breaches into a constructed berm to allow sand to flow more freely into the secondary and tertiary dunes. Currently, the berm is too high, blocking sand from reaching these areas. Native plantings, recycling Christmas trees and sand fencing, and removal of invasive species will support the cuts. In the beginning the process of dune restoration, the first breaches have

been cut, and the team will continue to monitor results over time.

Building an Interpretive Center

This interactive exhibit space near the beach pavilion will include meeting and educational spaces as well as indoor and outdoor educational information about the area's unique environment. This "living building" will be overtly educational in its construction. Site analysis and early conceptual design is underway.

Building a Learning Campus

A new learning campus for the park will provide a variety of research and educational programs. Additional lodging options will allow student groups, researchers, and park visitors to spend more time on the grounds. And a dining facility will serve all park visitors. The learning campus will be





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located near the current park headquarters to encourage educational and programmatic connections with regional communities and schools. Design of this campus is just getting underway.

Rebuilding a Lodge in Gulf State Park

This overnight lodging and meeting facility will be welcoming to everyone and will improve public access to the park's beaches, trails, freshwater ecosystems, and other natural resources. It will also serve as a model of resilient, environmental-friendly coastal development. The reconstruction will occur within a smaller site than the original lodge, which had existed since the 1970s until it was destroyed by Hurricane Ivan in 2004. Design on this element is underway, with the foundations under construction.

The Value of the Adaptive Planning

Unlike a typical master planning process — where future conditions are reasonably predictable and strategic actions relatively linear — this master plan needed to address strategy and implementation at the same time. This confluence enabled unexpected innovations, both to process and design outcomes, that are worthy of further reflection.

Breadth and Depth from Day One

Master planning is often a linear, step-by-step process — led first by experts in strategic planning who establish a vision and then by implementation specialists to make recommended actions concrete. Sometimes, due to limited resources, a desire to unencumber the visioning process with

overly-detailed information, or even out of pure habit, master planning processes can miss the opportunity to engage highly-technical or specialized experts. Due to the dynamic and sensitive nature of the park's site coupled with the concurrent implementation, deep technical expertise served as an integrated core resource throughout this master planning effort for Gulf State Park.

The best example of the value created by the integration of vision development and technical rigor is the park's dune landscape. Dunes are a foundational and highly-sensitive landscape. The master planning process yielded drawings that described the history of these formations, the ecological value they provide, and broad principles for their protection; at the same time, the implementation projects

provided detailed inventories of specific dune landscapes and best practices for protecting them at the specific site scale. These operations, existing side-by-side, enabled a much deeper understanding of the opportunities and challenges, allowing planners to witness and learn from new and in-process restoration efforts and designers to understand the much broader reasons for highly-specialized construction techniques.

Keeping Everything Connected

Often, actions that are recommended by master planning efforts can take years, even decades, to come to fruition. In this time, there is always the risk of big, strategic ideas getting lost along the way. To prevent this, master plans are sometimes charged with creating extensive implementation strategies or guidelines. Such documents are challenging to generate, as they either fail to capture everything with exactness or, the opposite, create an overly restrictive set of recommendations that do not leave enough room for unexpected or emergent changes.

The early action elements at Gulf State Park serve as living and breathing “guidelines,” creating a template for future development. The integration of master planning specialists on implementation projects — rather than the traditional “hand-off” — ensured that strategic goals were met in real-time. For instance, the Interpretive Center, as a dedicated learning facility, needed to tell a very broad story about the park and the surrounding region. Teaching visitors about a regional-scaled landscape is not something these building programs typically include. At the same time, the building itself faced incredibly high green building standards, as it would become Alabama’s first Living Building Challenge certified facility. The integration of master planning professionals in the design process ensured broader goals remained in sight throughout, minimizing

risk of disconnects between vision and implementation.

Tangible and Immediate Change for an Engaged Community

At the beginning of nearly every new initiative these days we hear a common concern from clients: We do not want a plan that sits on the shelf. We also hear of the dreaded “planning fatigue,” where communities become disengaged from even the most pressing initiatives when their engagement is not rewarded with tangible action. The Gulf State Park Master Plan avoided both these pitfalls.

One of the plan’s most provocative recommendations was to make a busy and high-speed roadway through the park — one that severed a vast wetland ecosystem and was over-scaled for required traffic volumes — into a dedicated pedestrian and park shuttle experience. Linking this idea to early-action mobility goals enabled the closure of the road even before the final master plan’s adoption. The converted road introduces new pedestrian amenities like signage, planting and wayfinding and finally connects the existing trail system into a continuous loop. The early reaction from the community has been overwhelming positive, enabling park leadership and visitors to see the value of mobility-related investments directly.

Alabama’s Gulf State Park Master Plan provides a planning framework that demonstrates the economic, ecological, and social values of this significant natural resource. It provides a community-driven framework for change and improvement. The early-action items provide tangible demonstrations of these ideas to an eager set of constituents, proving what is possible in real-time. And, where the master plan aimed to help the park achieve its potential to become a global model for sustainable development, we hope the process itself is a model for addressing sensitive and dynamic landscapes around the world as well. **LAF**

13. 在合适的地点采用恰当的开发方式。总体规划中的14个项目主要集中在环境已遭到破坏的区域，从而使核心区域得到保护。同时，场地中任何新的开发均可借鉴绿色和可回收建筑实践。这些项目促成了一个经济可持续的公园，为公园的维护提供了充足的资金，并支持了整个州立公园系统保护工作的开展。
14. 通过在线调查（超过2,600人参与）、开放日和相关利益方访谈，人们分享了他们关于公园未来的想法和建议。调查结果形成了一个共同的愿景，推动了总体规划的形成。

13. The right kind of development in the right place. The fourteen projects of the master plan are concentrated within already disturbed areas, preserving core habitat areas. At the same time, any new development can model green and regenerative building practices. These projects create an economically sustainable park, ensuring sufficient funding for landscape maintenance and supporting conservation across the State Park system.
14. The community shared ideas and opinions about the park’s future through an interactive online survey (over 2,600 responses) as well as open houses and group stakeholder interviews. The result was a powerful collective vision that drives and underscores the master plan.



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14-1



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14-2