



Little penguin's eye view? Footprints on the sand of Summerland Beach with the Penguin Plus viewing platform in the background (image by Sidh Sintusingha, 2023).



# Reflections on research and practice nexus through a case study investigation at Phillip Island Nature Park

SIDH SINTUSINGHA AND EMMA STEVENS

This paper reflects on a case study of a collaboration between academia and the profession of landscape architecture. The case study, funded through and framed by the US-based Landscape Architecture Foundation Case Study Investigation Program, centred on the master plan and stage 1 (new Visitor Centre Precinct) of a project for client Phillip Island Nature Parks. While benefits of such collaborations are well known and nuanced, to optimise them it is necessary to negotiate the issues that are inherent when stakeholders vary in their objectives and their relationships with each other. This includes engaging with the client and acknowledging that they have stewardship of place. Such practices can leverage greater benefits that recognise and reinforce the proficiency of professionals in the landscape architecture discipline as ‘placemakers’. The role of the Landscape Architecture Foundation in facilitating the objectives, relationship and training involved in this project has been integral to successful collaboration. It is critical to have a good understanding of and respect for each other’s role, as well as constant engagement and communication throughout the process.

## Introduction

This paper reflects on a collaboration between landscape architecture academia (who the US-based Landscape Architecture Foundation (LAF) refers to as ‘research fellows’ and ‘research assistants’) and practitioners (‘firm liaison’) to document a ‘high-performing’ realised landscape architecture project, framed by practices that the LAF established through its Case Study Investigation (CSI) Program. The LAF is an important initiative that contributes towards the advancement of the landscape architecture discipline through critically bridging research and design practice (Friedman, 2000) that often engages with ‘wicked problems’ (Buchanan, 1992).

We observe that the CSI approach engages with multiple realms in the relationship and interactions between academia and practice in the design disciplines, yielding disciplinary benefits and innovations that contribute to – and challenge – both education and design practices. It embeds the concept of ‘reflective practice’ (Schön, 1992) into the distinct way of ‘designerly’ thinking (Cross, 2006). The CSI approach ranges from practical collaborations between university academics and the profession in the design disciplines to linking theory to practices in the landscapes that enrich the education experience.

Crucially, the LAF, through the CSI Program, promotes sustainable, high-performing landscapes, which helps to advance a research-informed design culture – even ‘activism’, as Julier (2013) frames it. Moreover, this nexus between research and practice involves navigating complex relationships and tensions between academic, intellectual critique and hagiography of designers and design projects because it requires a degree of ‘unmooring from the comparative safety of prior practice behaviours and knowledges’ (Downton, 2023, p 7).

Practically, the CSI Program applies the critical research tool of post-occupancy evaluation (POE) to landscape architecture projects, framed by the LAF’s objectives to advance sustainable design and management of landscapes. A significant feature of the CSI Program is that it seeks to combat industry’s lack of time resources to conduct research and development (R&D) and POE by bridging the gap between research and design practice.

Sidh Sintusingha is Landscape Architecture Program Coordinator and Senior Lecturer at the Melbourne School of Design, University of Melbourne, Parkville VIC 3010, Australia.  
Telephone: +61 383-447-191 Email: [ssint@unimelb.edu.au](mailto:ssint@unimelb.edu.au)

Emma Stevens is Senior Principal Landscape Architect at Tract Consultants, Level 6/6 Riverside Quay, Southbank VIC 3006, Australia.  
Telephone: +61 384-200-608 Email: [ESTevens@tract.net.au](mailto:ESTevens@tract.net.au)

## KEY WORDS

academic–practice nexus; reflective practitioner; Landscape Architecture Foundation case study investigation; post-occupancy evaluation; landscape architecture education

**Citation:** Sintusingha, S.; Stevens, E. (2024) Reflections on research and practice nexus through a case study investigation at Phillip Island Nature Park. *Landscape Review*, 20(2), pp 50–60.

Received: 01 June 2024

Published: 26 November 2024

Because resources (including time, expertise, and funding) are often limited for performance evaluation, the CSI program seeks to identify valid, defensible, and replicable metrics and methods that can be used within a short timeframe by non-experts with limited resources. (Landscape Architecture Foundation, nd)

Since 2010, by creating new case studies for its online Landscape Performance Series each year, the LAF has established an up-to-date database that documents the impacts of exemplary landscape projects from all over the world. By 2023, this publicly available database included 190 case studies. The searchable database has become an easily accessible tool for designers to educate themselves on relevant research and methods for similar projects. It embodies collaborative innovation – where practices and academia are sharing diverse knowledge, experience and landscape outcomes for the benefit of the profession.

By investing in this research, LAF is generating much-needed information and precedents to evaluate performance, demonstrate value, and make the case for sustainable landscape solutions. (Landscape Architecture Foundation, nd)

### *The case study*

For our case study, Tract partnered with the University of Melbourne to assess the Summerland Peninsula master plan (guiding development since 2012; see figure 1) and stage 1 built works (the Visitor Centre Precinct, completed in 2019) (see Sintusingha and Salma, 2023). The Summerland Peninsula is home to one of the most popular natural wildlife attractions in Australia, the Penguin Parade. It is a place that has unique ecological, scenic and cultural values but that was subject to unsustainable patterns of use with the potential to impact the site and the quality of the user experience over time.

Through a series of award-winning projects, Tract has played a pivotal role in shaping the Summerland Peninsula for over a decade. In particular, it set a vision for the whole of the peninsula and established a site planning and design philosophy to guide sustainable development and management. The completed Visitor Centre Precinct (stage 1 of the master plan) is a world-class wildlife-viewing destination, centred on the little penguins (*Eudyptula minor*). With the principles of sustainability, conservation and habitat protection at its core, it showcases site-responsive boardwalks, viewing platforms and underground viewing experiences, a sustainable new building, wetlands, gathering spaces, educational opportunities and, most importantly, many hectares of high-quality habitat rehabilitation. The outcome is to provide facilities that meet the highest contemporary landscape performance standards that are shaped by the landscape and are subservient to the wild coastal environment that defines this place.

The Summerland Peninsula is managed by client Phillip Island Nature Parks (PINP), a unique conservation organisation that carries out research and education programmes on Phillip Island, funded by its eco-tourism experiences and visitor attractions. Crucially, the Nature Parks Research Centre undertakes important research to inform its approach to operations and management of the land, in particular in relation to habitat rehabilitation and revegetation, carbon footprint, climate change, visitation, water and energy conservation, penguin breeding, and conservation of threatened species. Its research is based on quantifiable data that it uses to assess and improve performance. This science is also shared to promote global, evidence-based conservation practices and impacts.

We selected this project for the CSI Program in part because it was an exemplary landscape project steeped in environmental and cultural significance. More than that, our client has objectives aligned with the CSI Program related to sustainability and evidence-based research, resulting in a wealth of existing knowledge and resources that are valuable for a performance assessment of the project.



**Figure 1.** Tract's (2012) PINP master plan (p 101). The proposed stage 1 Visitor Centre Precinct (completed in 2019 with design variations) is located to the east of the peninsula, north of Summerland Bay, where the little penguins parade up the beach daily at sunset (with permission of Tract Consultants).

*The case study evaluation method*

Our LAF case study examined two spatio-temporal scales of landscape architecture interventions: the 2012 PINP master plan (figure 1) and its subsequent implementation at the Penguin Parade, focusing on the 2015 Penguins Plus viewing platform and the 2019 Visitor Centre Precinct. With a history dating back to the 1920s, Penguin Parade is one of Australia's most popular eco-tourism destination, which the non-profit organisation PINP has managed since it was established in 1996. Drawing from both quantitative and qualitative research approaches, the investigation involved collecting and analysing data from various sources, including internal documents from the landscape architect company Tract Consultants and its client PINP, as well as publicly available resources such as Nearmap, Google Maps and user-generated reviews on Tripadvisor.

Key data sources included Tract's PINP master plan, which outlines the overarching vision for the site, and PINP's annual reports (available online from 2008 onwards), which detail the implementation of interventions and significant events. The research strategy was to capture the impacts of the landscape interventions through time, triangulating data from multiple sources that were then confirmed with designers (firm liaisons) and client representatives, and through the two site visits conducted in March (autumn) and July (winter) 2023, before the penguin breeding season. The central focus of the study was to assess how PINP, through the master plan and landscape architecture interventions, balanced the demands of a high-volume tourist destination with the conservation of sensitive penguin habitats.

In the following sections, we reflect on:

- the value of the LAF CSI process and learnings for the research fellow, the student research assistant and the practice liaison
- challenges for practices to access and apply relevant research for their projects

- the infrequent opportunity to do POEs for landscape architecture projects
- integrating landscape performance in landscape architecture education.

### **The value of the process and learnings for the research fellow, the research assistant and the firm liaison**

*Research team reflection on a process that involves negotiations of project scope, objectives, process and representation*

#### **Pre-case study**

The LAF CSI collaboration offers the rare opportunity for the landscape architecture profession and academics to engage and leverage each other's expertise towards mutual benefits (Wallin et al, 2014). We observe that, in allowing either side to initiate engagement, the LAF facilitates the process. In effect, it is a 'bottom-up' process of self-selecting the designed landscape that either party (or both) considers to offer valuable landscape performance lessons addressing environmental, social and economic dimensions. Each year, an LAF panel reviews US-based and international applications and then shortlists projects to be funded for the CSI Program. If required, the LAF also offers to pair researchers with practitioners.

Naturally, the incentives for each side to be involved in the CSI Program vary to a certain degree and may not always align. For academics, the draw is straightforward as the CSI Program aligns directly with university teaching and research activities. It adopts a research-led process that complements the academic objective to generate new knowledge – in this case through interrogation of case study performances. The incentives for private firms are more complex. On the one hand, they have the opportunity to conduct POEs and to draw the attention of the discipline and the public to specific projects. On the other hand, design firms are commercial enterprises seeking not simply attention but positive media coverage that promotes their practice. In this nuanced context, the LAF is more likely to attract critical, reflective practitioners who desire objective feedback in order to improve their praxis and the broader discipline.

These contrasting motivations and interpretations can potentially lead to misalignments at any stage of the CSI process, including over how to approach and scope the project, how and what to interrogate and measure, and how to represent findings or outcomes, consistent with a research process. The work of academia also involves critical review (in the name of 'public interest') and a use of language that differs fundamentally from the culture, language and semantics involved in representing public design, whether aimed at media, design competitions or awards, which is concerned with the commercial interests and branding of the designer, firm or professional body.

#### **LAF process and management of CSI projects**

To help the CSI projects to progress, the LAF structured submissions and feedback sessions into six 'deliverables' over six months (1 February to 2 August 2023). The deliverables were paired with Zoom sessions in which research teams presented their updates in turn and learnt from each other. Unfortunately, due to differences in time zone and education cycles between Australia and the United States, the session times were not viable for us – so we are not able to reflect on this important aspect of the CSI process here.

The misalignment of United States and Australian teaching cycles also limited the research assistant's engagement with deliverables where they conflicted with academic assessments on a few occasions. Fortunately, we were able to receive feedback off-cycle from the LAF CSI's senior programme manager, Megan Barnes, via the shared cloud site. We have to highlight Megan's instrumental role in shepherding the 10+ concurrent projects through the sequence of project selection, implementation, review rounds, blind peer-refereeing, and editing and formatting in preparing for the final online publication.

Informally, we learnt that incidents occur within the LAF projects that lead practice partners to become disengaged. We surmise that the reason could be that the project narrative shifts beyond 'design' to the project's sustainability and as a 'place' appropriated by people. From a different perspective, this implies landscape architects have opportunities to claim ownership of and define roles in the broader narrative and scales. According to feedback from LAF, this is one of the notable merits of our case study in that it evidences the inter-related, multi-scaled practices and roles of landscape architecture at the master plan and individual project stages.

### **Delivering the case study**

Tract's PINP master plan that framed the renewed Visitor Centre Precinct has led to other exemplar projects that have been widely recognised locally and internationally. In Tract's view, the projects offer invaluable lessons on how to showcase the value of landscape architecture discipline in conservation. Based on this experience, our firm liaisons, Emma Stevens and Mark Reilly, outlined the broader project merits and benefits for the original application for the research team to interrogate.

In a separate application, the research fellow had to undergo an 'examination-like' process in reviewing three assigned CSI case studies from previous years. After successfully securing the grant, the academic team (the research fellow and research assistant) inherited these review statements, Tract's documentation and related material, and assumed full control of the CSI process. The LAF leaves the working relationship between the researchers and firm liaisons to each team to negotiate and agree on. In our case, throughout the process, the research team used the firm liaison (Emma) as a sounding board and, crucially, to facilitate links to the client, PINP – with whom the firm liaisons had an established relationship. We find such connections along with consistent communications to be very important in keeping the key stakeholders involved and on the same page.

In engaging with the PINP projects, it is also important to reflect on the research fellow's own preconceptions. Well-established academic literature is critical of the impacts of tourism on natural attractions (Gössling, 2002; Weaver, 2006), which influenced the research team's perception of the project. Further, the research fellow's own experiences as a tourist in several visits to the Penguin Parade over two decades led them to question whether the practice of mass tourism was an appropriate way of funding conservation. The CSI engagement significantly assuaged these concerns, after the research fellow developed a robust understanding of past conservation efforts, PINP's practices and ongoing research, and Summerland Peninsula as a historic place. The government's buyback of a housing subdivision on the peninsula (1985–2011) was a decisive advance for penguin habitat conservation, which Tract's (2012) master plan could then follow through on.

Because the site is relatively remote, and at the time of the project difficulties of access were compounded by strict COVID-19 lockdowns in Victoria, the research team focused on conducting desktop analyses of the vast amount of documents sourced both online and from Tract and PINP. The results allowed us to frame the case study and to approach the novel narrative around the history of intersections between penguin conservation and mass tourism on the peninsula.

While this narrative is beyond the design scope, we saw it as providing the critical context and clarity for Tract's PINP master plan and design interventions. Further, given the LAF's preference for comprehensive documentation and evidence, we could capture a more complex, richer, nuanced story of interventions and collaborations between different stakeholders over a long period. This reinforced the critical roles of the master plan and of PINP as the client responsible for implementing the plan and managing the facilities and conservation efforts.

Moreover, the multi-scalar story is arguably relatively unknown to the public, especially in terms of the integral role that landscape architects play in balancing the conservation effort with mitigation of tourism impacts. A more familiar narrative is how their work enhances visitors' experiences, as captured in professional journals and design

websites that showcase the spectacular architecture and landscape interventions of the new Visitor Centre Precinct and penguin viewing platforms. By way of counterbalance, we highlighted and represented the case through the often unsung role of the master plan and, crucially, PINP's interpretations and implementation, framed through the expansion and rehabilitation of the penguin habitat. While LAF's online Landscape Performance Series, geared to represent individual landscape interventions, does not capture the multi-scalar nature of the PINP case, the website offers a downloadable 'Methods' document that provides this information in detail.

Drawing from both qualitative and quantitative research approaches, we analysed and mapped habitat changes based on the PINP research team's data collected over decades, which we triangulated with analyses of aerial images and data from two site visits. As noted in the published CSI report, we can establish only correlations rather than causes because multiple variables (many of them unknown) influence the habitat (Sintusingha and Salma, 2023, p 26). Notable among these variables is the COVID-19 pandemic, which significantly disrupted the case study. The many variables are persistent challenges in interpreting scientific data and linking them to design decisions and actions.

There were many other aspects of the case study that we considered interrogating, in particular children's experiences and perceptions of the eco-tourism as framed by the master plan and stage 1 designs. Another aspect is the design of the rehabilitated landscapes and the penguins' artificial burrows. They are potential topics for future interrogations. Already, the student research assistant has sustained her engagement with the case study by incorporating it into her independent thesis project in semester 1, 2024.

#### *The value of the process and learnings for the firm liaison – reflections from the practice partner*

Among the reasons why we participated in the CSI Program were that we wanted to measure project performance, understand the value and impact of our projects, and improve future project outcomes. The process and learnings of this Program were valuable for our practice in the following ways.

First, they made us aware of the Program and its growing, searchable database of knowledge. The database is a valuable way to access resources and research methods relevant to the Program from across the globe, which we can also apply to future projects.

Second, after going through the CSI journey with the University of Melbourne, we have gained an understanding of the importance of the performance review process, and of establishing specific, measurable objectives through the design stage. Further, we are able to advocate for them using tangible, evidence-led data.

As a training program, CSI is an important impetus in moving the landscape architecture discipline toward designing every project with specific performance objectives, documenting project goals and design intent, routinely collecting performance data, and integrating landscape performance in design education. (Landscape Architecture Foundation, nd)

Participating in the CSI gave us the opportunity to learn tested methods of evaluating landscape performance under the guidance of a programme that was backed by years of experience.

Third, the Program's process and learnings were of great value in fostering connections between landscape practice and academia. Tract has a long history of working and collaborating with the University of Melbourne. Each year, we invite students from the university to join us for a three-week intensive internship, during which they complete a joint research assignment, while our team provides guidance and mentoring. We value the fresh ideas from the students, and they benefit from collaboration with built environment practitioners.

Another way in which we continue to participate with the University of Melbourne is through the landscape detail design course run by Sidh Sintusingha. In this course, students review built landscape projects and their documentation packages as part of the

assessment. This subject is aligned with our shared interests in POEs, and is part of the reason why Tract teamed up with Sidh and the university for the CSI Program.

Through the CSI Program, we have been able to measure the environmental, social and economic benefits of the project and provide tangible metrics to not only support its achievements but also confirm that we are meeting our project goals and objectives. The outcome for this case study shows that the master plan and associated projects offer exemplary lessons in nature conservation that are worthy of sharing.

While the completed stages are exemplary projects in their own right, the master plan highlights an important overarching narrative. Specifically, that narrative tells of the value of the landscape architect in leading those early stages of a project where big decisions and thought innovations are made. In this case, Tract was able to provide information about and advocate for the landscape and environment from a strategic site planning perspective.

We are thrilled that our shared case study for the Summerland Peninsula master plan and Visitor Centre Precinct is published as part of the Landscape Performance Series. It will support other designers, students, researchers and policy-makers in advocating for landscape architectural projects with a focus on conservation, habitat rehabilitation and nature-based tourism.

### **Practice challenges: accessing and applying relevant research and undertaking POEs for landscape architecture projects**

For some projects in landscape practice, existing relevant research may not be available. To innovate, practices often need to go beyond their projects and take R&D into their own hands. However, this is not achievable for many practices, where a given project may lack the time, expertise and/or budget required for research.

As a pioneering landscape architecture practice in Australia with a legacy of designing and delivering outstanding environments for over 50 years, Tract is acutely aware of the value of landscape architecture and its impact on communities, cities and environments. We see the value in looking backwards and learning from past projects, in order to look forward and innovate for future projects.

Over past years, Tract has undertaken POEs, which have ranged in their focus from residential communities to city-shaping projects such as the Cairns Esplanade. As we looked back on Cairns, we saw two decades during which the parkland had become a hub of activity and culture. The project stimulated the revival of the central city of Cairns and linked it back to the water's edge through new waterfront recreation. Its sustained popularity is a testament to the vision of the landscape architects and to the value of landscape architecture.

While we acknowledged the success of these projects, what the studies did not capture, due to limited time and lack of access to resources, were the measurable environmental, social and economic benefits from the projects. Having the ability to point to evidence-backed, design-led improvements would be invaluable in advocating for the value of landscape architecture.

More recently, Tract has targeted more measurable research, looking at a range of environmental benefits such as tree canopy coverage and carbon emissions. However, the extent of such internal R&D remains constrained by limited time and resources – issues that the LAF CSI Program seeks to combat, as briefly discussed above.

### **Integrating landscape performance in landscape architecture education**

As schools of landscape architecture play a pivotal role in educating the next generation of landscape architects, the LAF CSI Program is an effective way to involve students of landscape architecture in real-world project aims and outputs. It is an opportunity for them to collaborate with not only landscape practitioners, but also clients, consultants and any wider members of the project team who are involved in the CSI Program.

More broadly from an educator's point of view, the CSI Program is one of the LAF's critical contributions to the discipline, which addresses the notion of 'precedents' in

landscape architecture (or design) education. Precedents are widely employed throughout a landscape architecture degree in a variety of ways and could be more structured and coordinated. For example, precedents are currently used in introductory subjects such as landscape architecture history, which defines the ‘landscape architecture project’ through historical precedents, or in capstone subjects like landscape practice that use a real project to simulate and learn about landscape architecture documentation and practice workflow. There is certainly more scope for research- and performance-oriented approaches to precedent studies in landscape architecture education.

As noted above, Tract’s partnership with the research fellow began with the firm’s engagement in education. In particular, since 2005 Tract (and other Melbourne-based practices such as the City of Melbourne, Aspect Studios, Urban Initiatives, and Oculus) have contributed documentation packages to be used as real-life case studies in Sintusingha’s landscape documentation (2005–2009) and landscape detail design subjects (2010 to present) in the Master of Landscape Architecture Program at the University of Melbourne. While focusing on detail design, buildability, materiality and representation for construction, the group precedent study assignment also interrogates users’ experiences, interpretations and appropriations of the design at human scale – a ‘POE-lite’ exercise. Students then interview the representative designer at their office and, in some instances, bring updated observations to the designer – as many of the projects are several years old and are in varying degrees of transition from a realised design concept to a lived place. Students finally apply their accumulated skills and knowledge to design a micro-landscape architecture project.

### **Insights and implications**

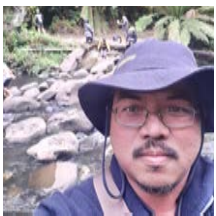
We conclude with the following insights.

- Broadly, the LAF CSI process provides support through offering integrative approaches and actionable guides that form a link between theoretical speculation and practice application for both academics and the profession. However, more studies (like those presented in this issue) are required to gauge the broader impacts and effectiveness of these collaborations – including through aligning objectives to achieve longer-term benefits for the stakeholders (academics, students and practitioners).
- Outside of LAF, there are established models of researcher–industry partnerships in public research projects. However, factors such as the long lead times, administrative loads, high overheads and compliances can be significant disincentives against such collaborations. As discussed, an approach where design firms engage and participate in education offers avenues for academic–practitioner nexus – and has led to our LAF CSI collaboration. Anecdotally, many senior designers undertake research-based higher degrees with an eye towards applying them to a research-informed practice. On the other hand, perhaps as an emerging trend, many design firms employ researchers as part of their staff – a private model of investing in and conducting research and POEs in-house.
- Critical to any successful collaborative projects are relationships and managing relations – especially in a voluntary process like LAF. In our case, Tract and the University of Melbourne, as well as the firm liaison and research fellow, have collaborated in an education setting over many years. This has established the knowledge of and respect for each other’s expertise – as well as a degree of trust – that create a good working relationship.
- The client forms another critical dimension in the case study. In our case, PINP is a stakeholder with a long-term engagement in and relationship to the place – ‘key informants’ in research lingua. For the CSI Program, this facilitates and reveals a deeper understanding and knowledge of place and an awareness of longitudinal place-based environmental, social and economic forces driving change. This knowledge is practically captured in the master plan and its implementation by PINP – as well as being elaborated for the CSI Program in our exchanges with the PINP research team.

The implementation of PINP's master plan over time could be categorised as 'co-design', defined by Sanders and Stappers (2008) as 'the creativity of designers and people not trained in design working together in the design development process' (p 6).

- PINP's commitment to and stewardship of place aligns with landscape architecture practice that involves negotiations between dynamic, living socioeconomic and ecological entities. The focus of our multi-scalar CSI Program on the master plan and stage 1 implementation highlights landscape architecture as an exemplar of placemaking – a bottom-up, place-driven process. It stands in contrast to top-down, design-driven 'place-making' (Project for Public Spaces, 2007) or 'placement', which implies a non-place without an active designer.
- Related to the above point on 'place', the timing of a POE is a critical variable. A POE conducted at the point of project completion assesses the design, whereas one conducted long after construction – allowing for the emergence of factors such as users' interactions and appropriations, effects of climate and maintenance regimes – evaluates the design as a place. We surmise this to be a variable that influences the CSI collaboration between researchers and practitioners. A newly realised project manifests 'designerly thinking' and focuses analysis on design practice; in contrast, a project subjected to multiple seasons of use, wear and tear affords a 'design thinking' analysis (Davis et al, 2024, pp 9–10) of a complex, multi-layered place more biased towards the users' needs, appropriations and experiences. Ideally, POEs would be conducted at multiple time-intervals to form a more robust and useful case study.
- The expansion and internationalisation of the LAF CSI model, such as in the Australian-based Landscape Foundation of Australia, bodes well for the long-term health and growth of the discipline.

### About the authors



Sidh Sintusingha is Landscape Architecture program coordinator and senior lecturer at the Melbourne School of Design, University of Melbourne. He has practised as an architect and landscape architect in Thailand and Australia. He researches sociocultural, environmental and scalar issues relating to urbanisation and retrofits towards urban sustainability in Global South cities.



Emma Stevens is a senior principal landscape architect at Tract Consultants, a planning and design practice with over 50 years' experience of delivering memorable, sustainable and award-winning projects. She is motivated by the value of R&D in improving the quality of the work we do as landscape architects, and the places we create; and is excited by the capacity of landscape architecture to uplift our environment and wellbeing.

**Acknowledgements:** The authors are grateful to the Landscape Architecture Foundation for funding the case study investigation project that this paper focuses and reflects on.

### REFERENCES

- Buchanan, R. (1992) Wicked problems in design thinking. *Design Issues*, 8(2), pp 5–21. DOI: 10.2307/1511637.
- Cross, N. (2006) *Designerly Ways of Knowing*, New York: Springer. DOI: 10.1007/1-84628-301-9.
- Davis, S.; Charters, S.; Chen, G.; Gregorini, P. (2024) Exploring the design thinking methodology to stimulate alternative approaches in peri-urban landscape planning. *Landscape Review*, 20(1), pp 7–30.
- Downton, P. (2023) Research, Janus, practice. *Landscape Review*, 19(2), pp 3–8.

- Friedman, K. (2000) Creating design knowledge: from research into practice. *IDATER 2000 Conference*, Loughborough: Loughborough University. Accessed 14 October 2024, <https://hdl.handle.net/2134/1360>.
- Gössling, S. (2002) Global environmental consequences of tourism. *Global Environmental Change*, 12(4), pp 283–302.
- Jacobs, J. (1961) *The Death and Life of Great American Cities*, New York: Random House.
- Julier, G. (2013) From design culture to design activism. *Design and Culture*, 5(2), pp 215–236. DOI: 10.2752/175470813X13638640370814.
- Landscape Architecture Foundation (nd) Case study investigation. Accessed 6 October 2024, <https://www.lafoundation.org/what-we-do/research/case-study-investigation>.
- Project for Public Spaces (2007) What is placemaking? Accessed 14 October 2024, <https://www.pps.org/article/what-is-placemaking>.
- Sanders, E.B.-N.; Stappers, P.J. (2008) Co-creation and the new landscapes of design. *CoDesign*, 4(1), pp 5–18. DOI: 10.1080/15710880701875068.
- Schön, D.A. (1992). *The reflective practitioner: How professionals think in action*, 1st ed., New York: Routledge. DOI: 10.4324/9781315237473.
- Sintusingha, S.; Salma, J. (2023) Summerland Peninsula Master Plan and Visitor Centre Precinct. In *Landscape Performance Series*, Landscape Architecture Foundation. DOI: 10.31353/cs1950.
- Tract Consultants (2012) Summerland Peninsula Infrastructure and Procurement Summary Master Plan.
- Wallin, J.; Isaksson, O.; Larsson, A.; Elfstrom, B. (2014) Bridging the gap between university and industry: three mechanisms for innovation efficiency. *International Journal of Innovation and Technology Management*, 11(1). DOI: 10.1142/S0219877014400057.
- Weaver, D.B. (2006). *Sustainable Tourism: Theory and Practice*, Oxford: Elsevier Butterworth-Heinemann. DOI: 10.4324/9780080474526.