

STRATEGIC PLANNING

CĒSIS  
HOME.NATURE  
HEALING



2019

# **CĒSIS-RESORT: THROUGH PRISM OF STRATEGIC PLANNING**

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RIGA | 2019**

# **CONTENTS**

## **PART 1: STRATEGIC PLANNING**

**PROCESS OF CREATING THE MAJOR PARTS OF STANDARD  
STRATEGIC PLAN**

## **PART 2: TRENDS OF RESORT**

**RESORT - BUSINESS, WELNESS AND TRAVEL TRENDS**

**ECO PLANNING TRENDS**

## **PART 3: CESIS IN CONTEXT OF RESORT**

**REGULATIONS**

**STRATEGIC PLAN TRAJECTORIES AND THEIR VALUES: RELATIONAL  
PLANNING**

**PROPOSED APPROACH**

## **PART 4: CONCEPT**

**Examples**

# **PART 1:**

# **STRATEGIC**

# **PLANNING**

**Introductions**

**Process of creating the major parts of a standard  
strategic plan**

**Informal/Formal**

**Regulations**

**Strategic plan trajectories and their values:**

**Relational planning**

# Introduction in strategic planning

This research is about ways of strategy making for needs of urban space. It challenges to analyse urban environment in a measurable way and focus attention to imperfections.

**The goals of this research are to define standard “workflow” of strategy making and to form practical methodology, for strategy analysing.**

The research is mostly based on Patsy Healy book “Urban Complexity and spatial Strategies” 2006.

The research consists of two stages – 1) Gathering theoretical information 2) Illustrating the process of making the strategic plan, trajectories and their values according to theoretical background.

The formed methodology is tested on a case study – strategy of Cēsis, (Cēsu novada ilgtspējīgas attīstības stratēģija 2030)

In result the trajectory and missing values of Cēsis strategy are indicated in graphical representation.

# Process of creating the major parts of a standard strategic plan

Definitions

Six steps to create standard strategic plan



# Standart strategic plan

## Definitions

**Strategies**, ..., are devices for focusing attention (Healey, 2006, p. 200)

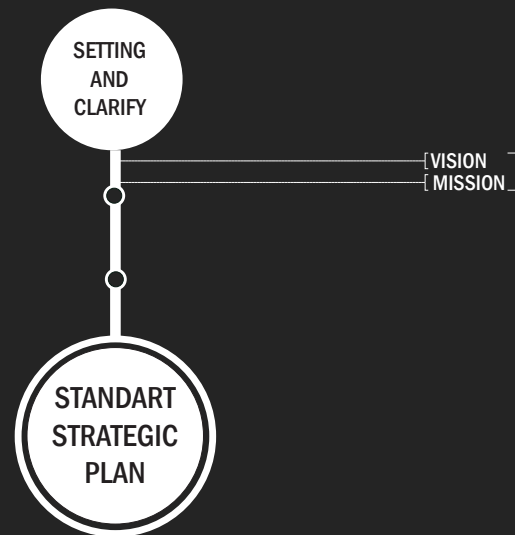
**Planning** is the act of deciding how to do something (Cambridge University Press, 2018)

**Regional** relating to or coming from a particular part of a country (Cambridge University Press, 2018)

It involves 'summoning up' some conception of an 'urban region', which indicates both its internal differentiations and its external positioning. (Healey, 2006, p. 206)

The strategic planning process results in **Strategic plan, a document that articulates both the decisions made about the organization's goals and the ways in which the organization will achieve those goals.** The strategic plan is intended to guide the organization's leaders in their decision-making moving forward (The Balanced Scorecard Institute (BSI), 2017)

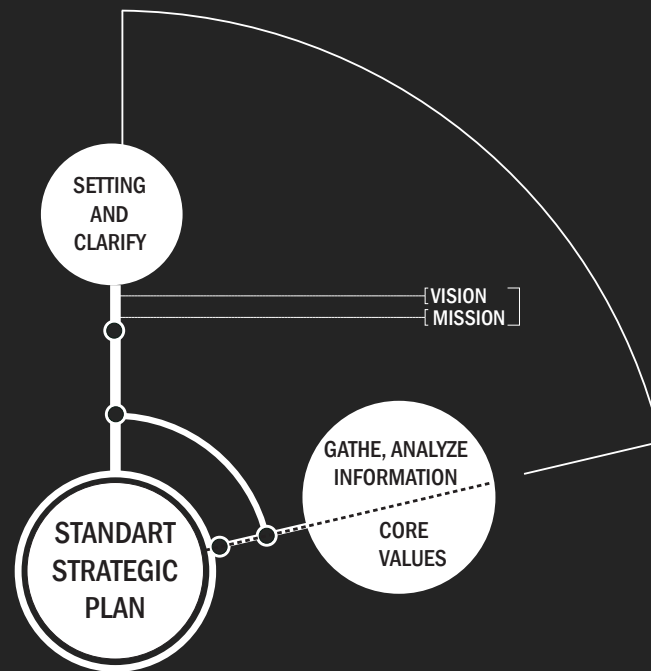
# Standart strategic plan



## 1. Setting and clarifying Vision and misson of strategy



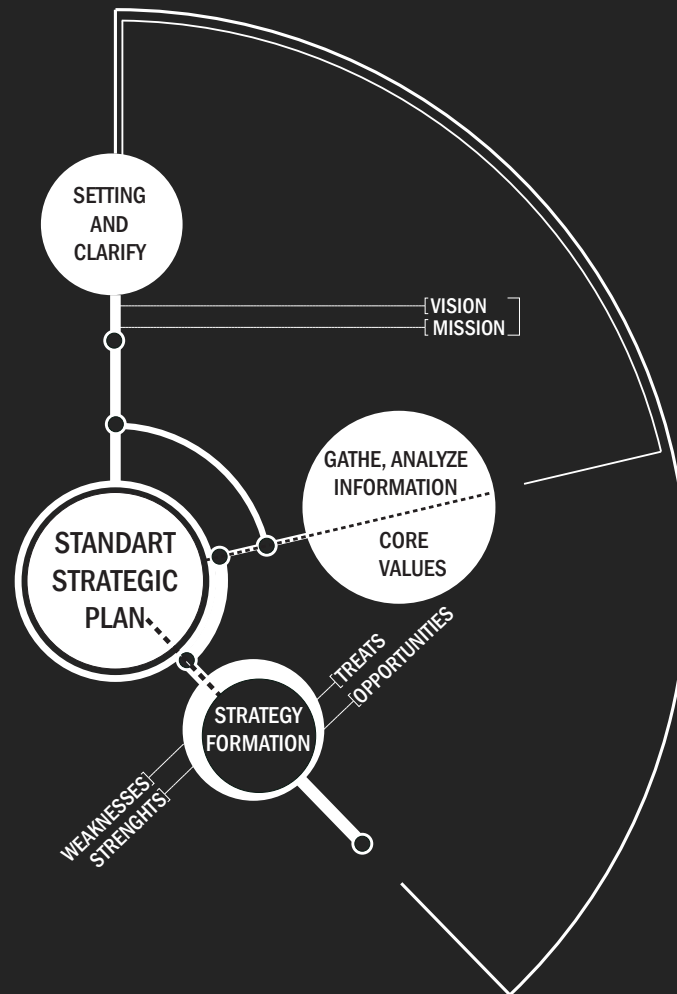
# Standart strategic plan



1. Setting and clarifying Vision and misson of strategy

**2. Gathering and analysing information to define core values of strategic plan**

# Standart strategic plan

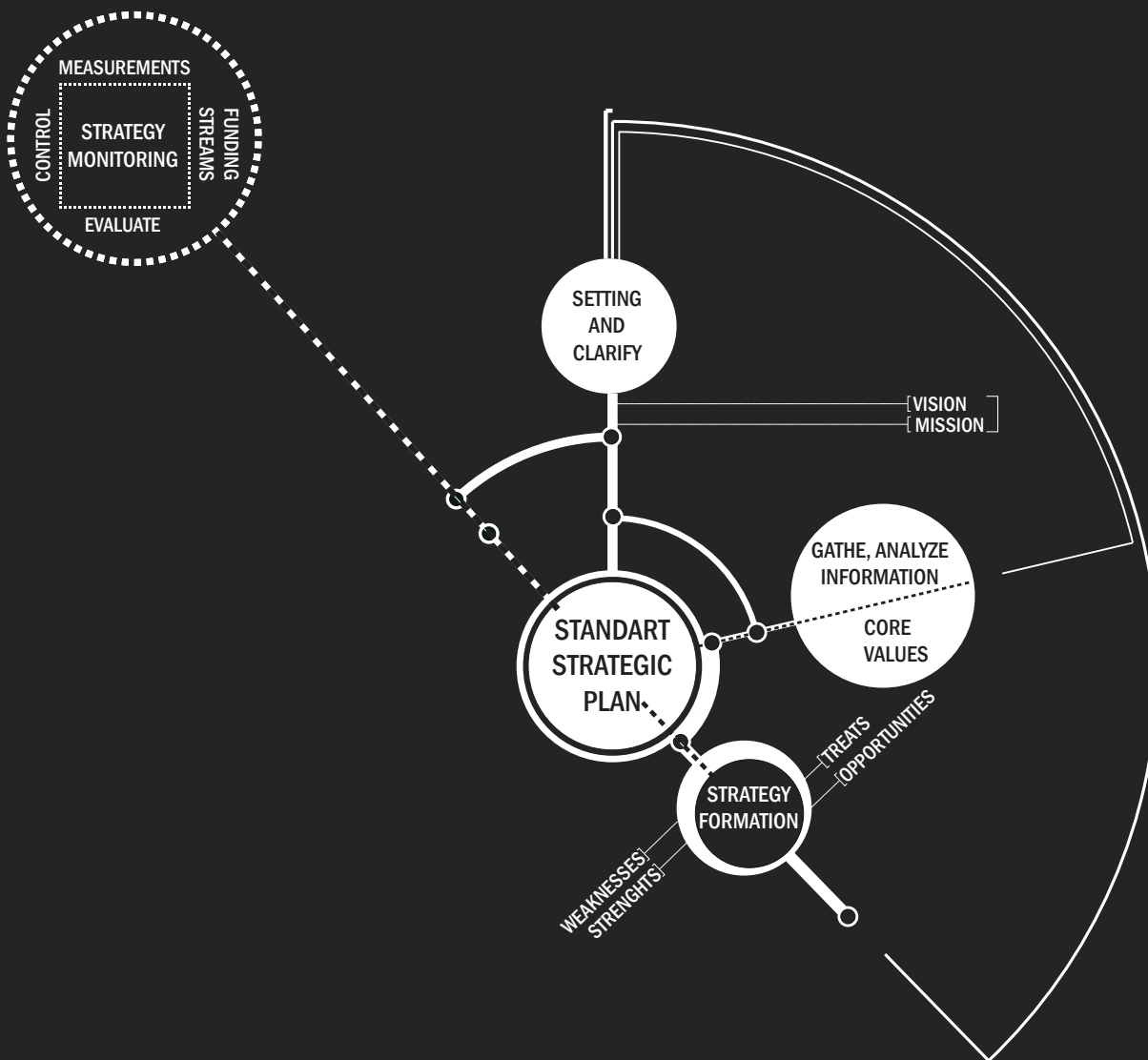


1. Setting and clarifying Vision and misson of strategy

2. Gathering and analysing information to define core values of strategic plan

**3. Forming the strategy through swot analysis**

# Standart strategic plan



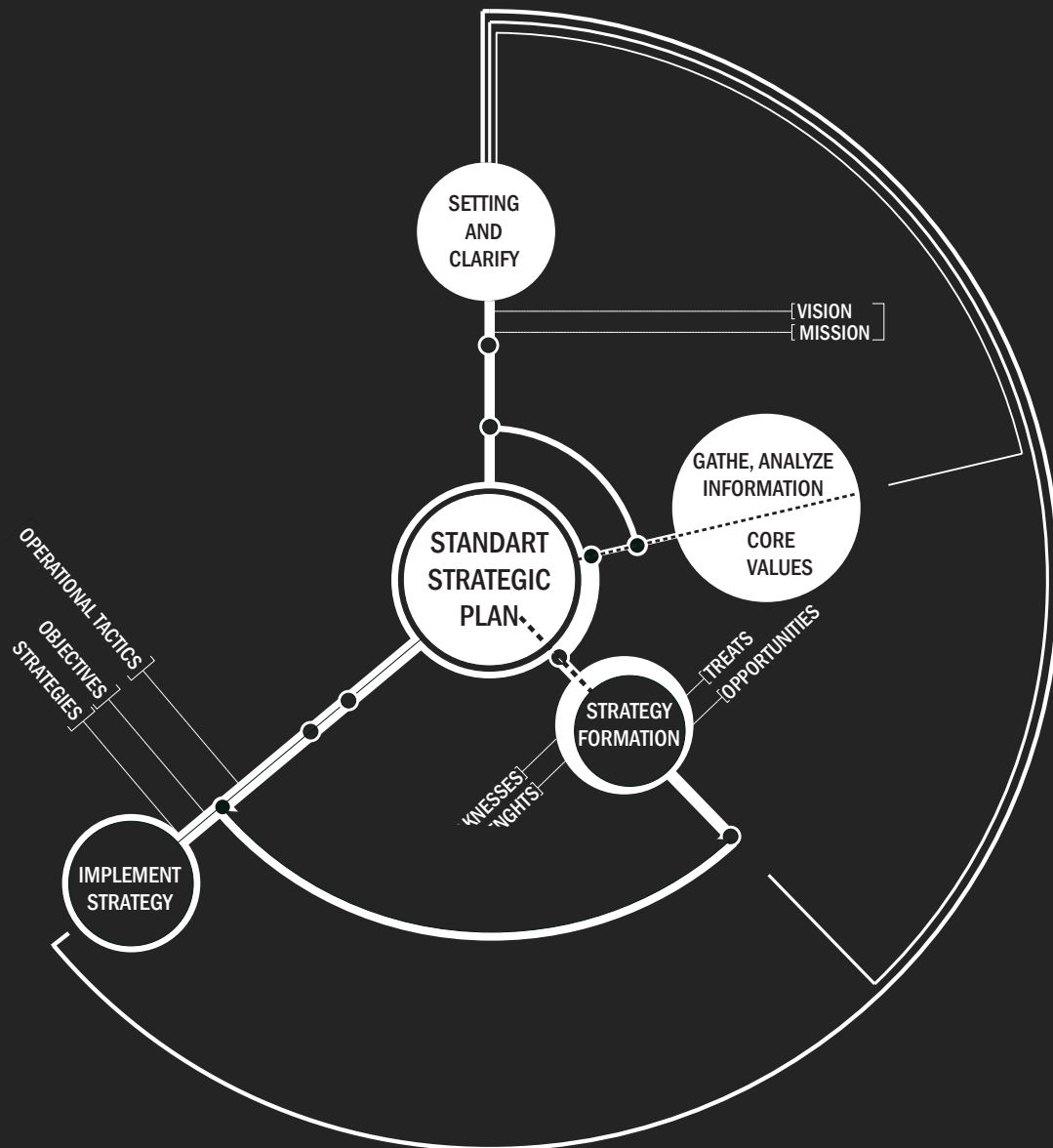
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3.1. ...and Taking into consideration monitoring results of previous strategy

# Standart strategic plan



1. Setting and clarifying Vision and misson of strategy

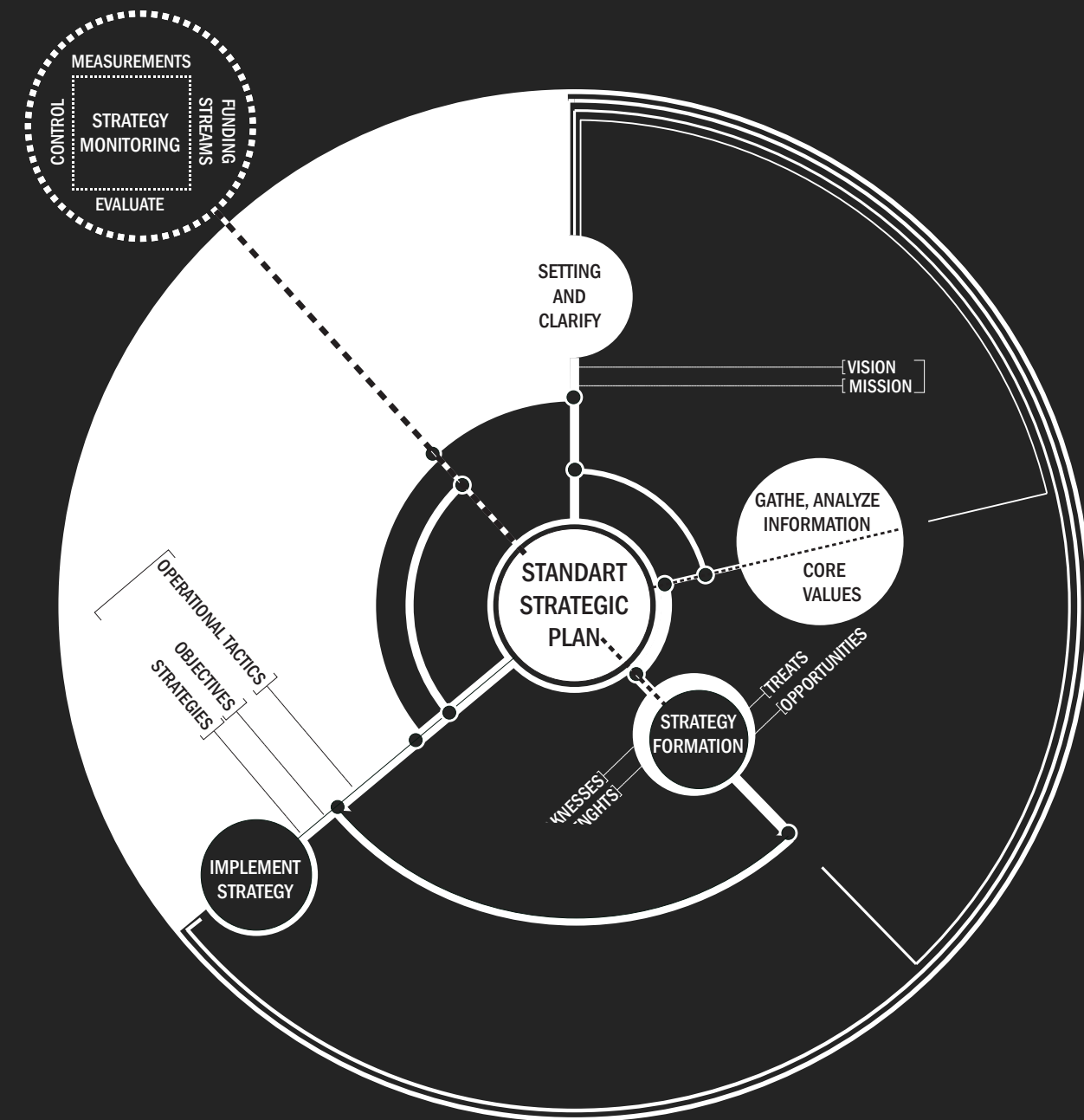
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**4. Implementing the strategy through objectives, strategies and operational tactics**

# Standart strategic plan



1. Setting and clarifying Vision and misson of strategy

2. Gathering and analysing information to define core values of strategic plan

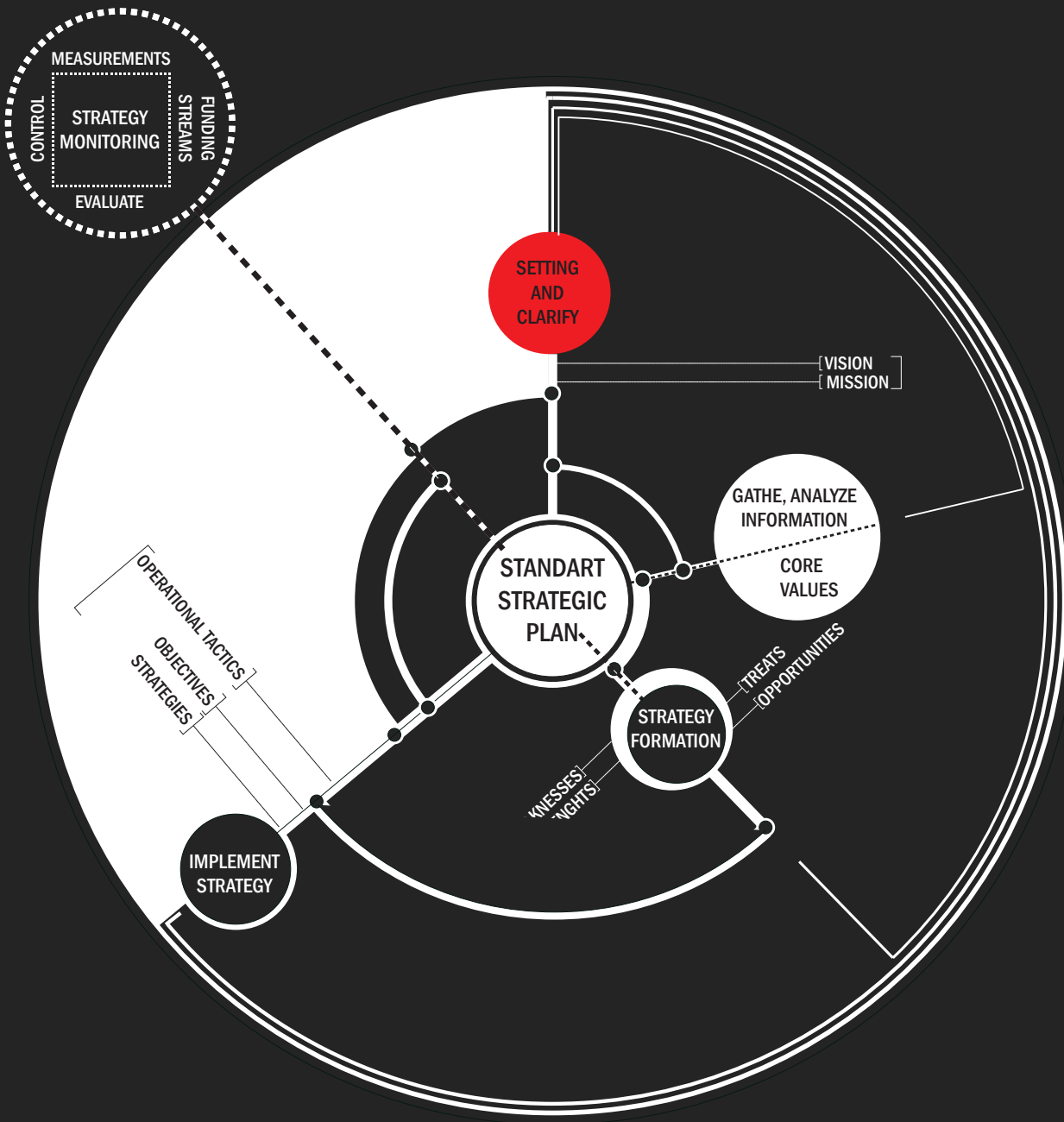
3. Forming the strategy through swot analysis

3.1. ...and Taking into consideration monitoring results of previous strategy

4. Implementing the strategy through objectives, strategies and operational tactics

**4.1 Monitoring the strategy to evaluate the implementation result  
is it implemented?  
Does the objectives bring the expected result)**

# PART 2: TRENDS OF RESORT



Resorts - wellness and travel industry.

# **Resort – Business, wellness and travel trends**

**Resort business  
Resort trends**

The Nature Economy - **Experience in nature becomes another new luxury** - hotels and spas are tapping into what makes their destination unique—and offering unique programming.



# Resort business basic components

## 1. Basic steps to start a resort:

### **a. Creating a business plan and taking care of all the legalities**

- b. Attract investment
- c. Land purchase - costs for the land and any licenses, permits and approvals needed

## 2. Considerations of construction

### **a. Hotels**

- b. Schedule - estimated time for completion of the project and when you plan to open to the public.
  - c. Franchise - unique branding and catchy name
- ## 3. Choosing a location

### **a. Target customers**

### **b. Views**

### **c. Space** - enough to accommodate all amenities

- d. Accessible - reasonably easy for guests to get there, spacious parking,

### **e. Type** - Depending on your location, your resort may be a contemporary or exotic, traditional or modern hotel/ resort complex designed

## 4. Guarantee to keep vacationers entertained and satisfied

### **a. plan for activities**

- b. attractions to add to your resort - such as an amusement park, water park, a park designed for kids with swings and slides, and even a boutique mall featuring resort wear.

## 5. Catering

## 6. Promote

- a. Resort's name must be top of mind before it's even open, with people planning their vacations in advance.
- b. blogging, social media and delivering flyers or full-color brochures to public facilities, stores and businesses in the area.

<https://bizfluent.com/how-6657142-start-resort-business.html>

<https://www.quora.com/How-can-I-start-a-resort-business>

# Travelling trends

1. Mini vacations - staycations in more unusual accommodation options such as yurts, pods and Airstreams.
2. Insta-holidays - location's Instagram-ability
- 3. Driven by wellness**
4. "B-leisure" trips - mixing business with leisure

# Wellness trends

1. Wellness Takes on Overtourism - wellness tourism provides an antidote to overtourism, introducing people to less trafficked, healthier destinations
2. **Nature as medicine**
  - a. **Meditation**
  - b. **Forest bathing (shinrin-yoku)**
  - c. **Green exercise**
  - d. **gardening and planting**
  - e. **Nature-Deficit Disorder**
  - f. **MediScent: Fragrance and aromatherapies - A new understanding of scent's crucial role in our physical and emotional wellbeing**
3. Bringing the Outside In - "EcoChi 1800 Seal"—certification program for buildings that features 18 guidelines that have to be met for a supportive, sustainable and effective environment.
4. Sustainable fashion - A new era of sustainable, ethical, intelligent, and more inclusive and meaningful fashion is on the rise
5. Personalized nutrition
6. Dying Well - what a healthy end-of-life looks like to a surge in eco-friendly and creative burial options

<https://destinationdeluxe.com/wellness-trends-2019/>

<https://www.globalwellnesssummit.com/2019-global-wellness-trends/prescribing-nature/>

# Eco planning trends

Design for Climate Change

## **Prioritize investment in climate resilience and adaptation**

Climate resilience — the capacity to adapt to change or spring back from disaster

## **Climate risk assessments and scenario planning.**

Planning so that Cities and Buildings Can Be Resilient

Changing weather patterns and the anticipation of global seawater rise are affecting how we plan sustainable places - **Multi-sector collaboration.** Companies need to work with corporate peers, governments, NGOs and others to leverage the diverse skills required to scale low carbon economy solutions in all industries.

Requirements for Carbon Reduction

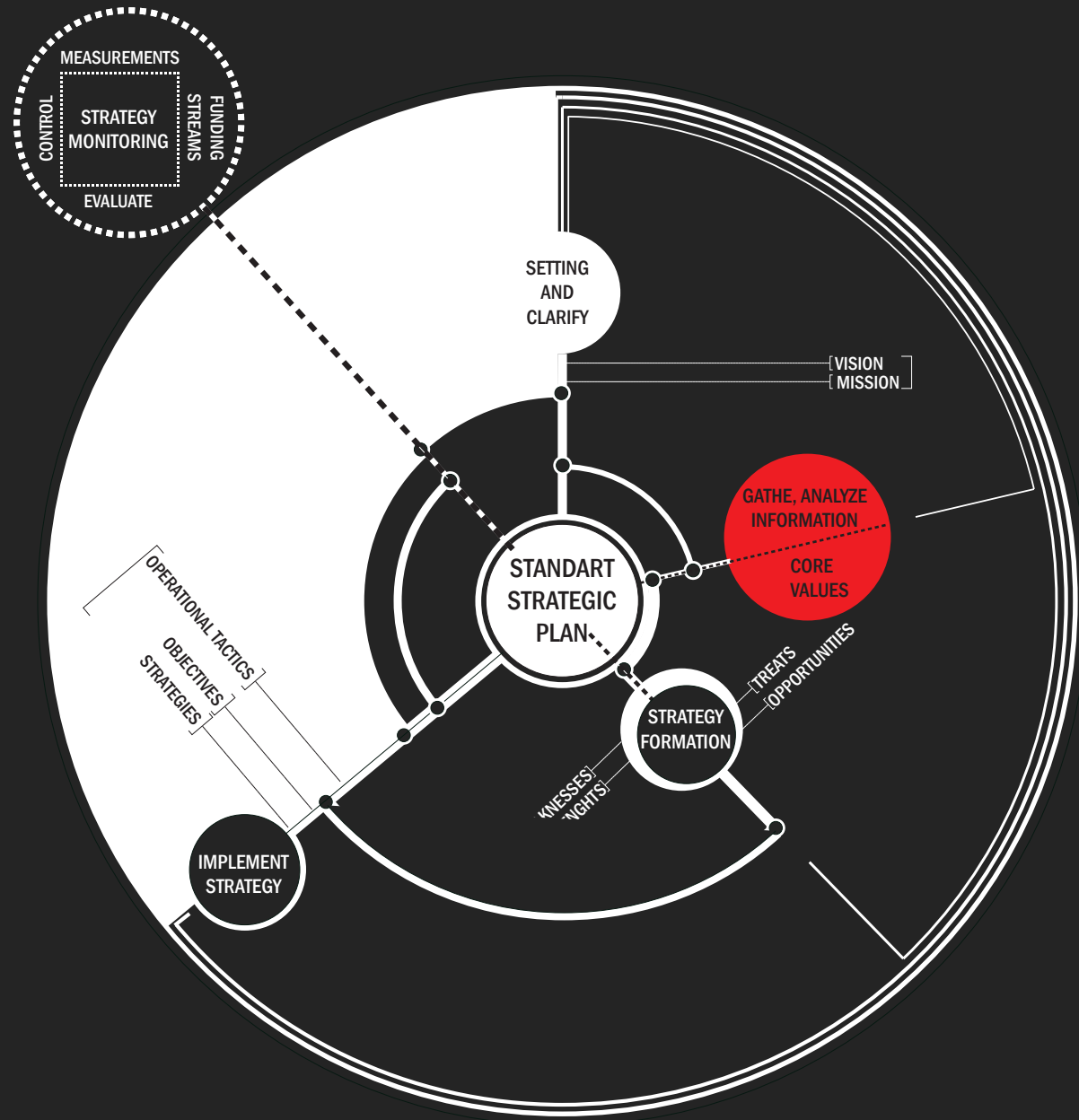
Shape policy and lobby governments for more climate action - advocating for actions like a **price on carbon, aggressive deployment of renewables and electric vehicles, and climate smart agriculture solutions.**

Sustainability assessment methods -

**BREEAM**, LEED etc.

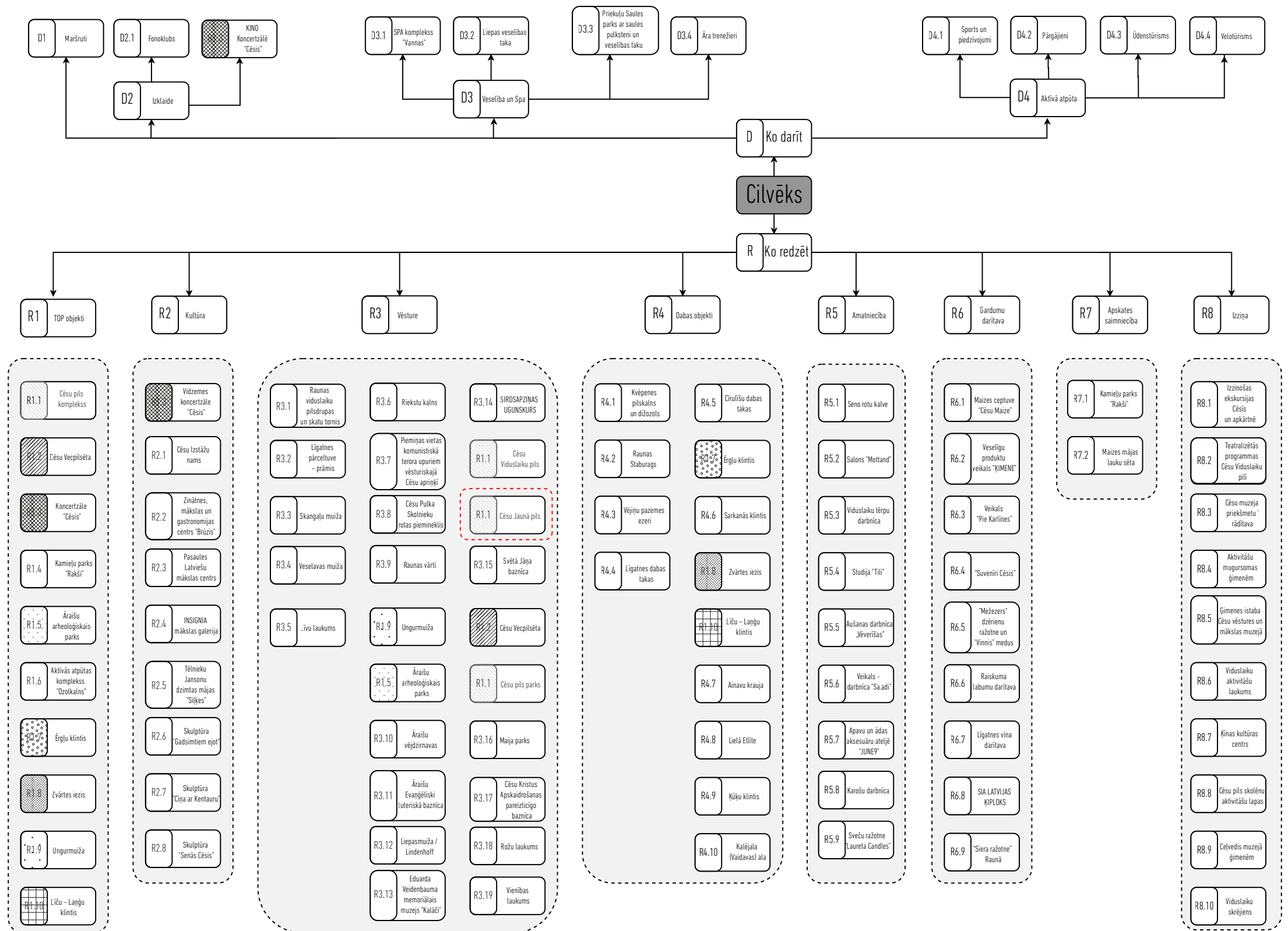
<http://www.urbangateway.org/news/4-biggest-trends-shaping-sustainable-design-2019><https://www.forbes.com/sites/timothyjmcclimon/2019/04/15/7-global-trends-impacting-the-sustainability-movement/#7db578a3650e>  
<https://trends.sustainability.com/climate-crisis/>  
<https://www.breeam.com/>  
<http://leed.usgbc.org/leed.html>

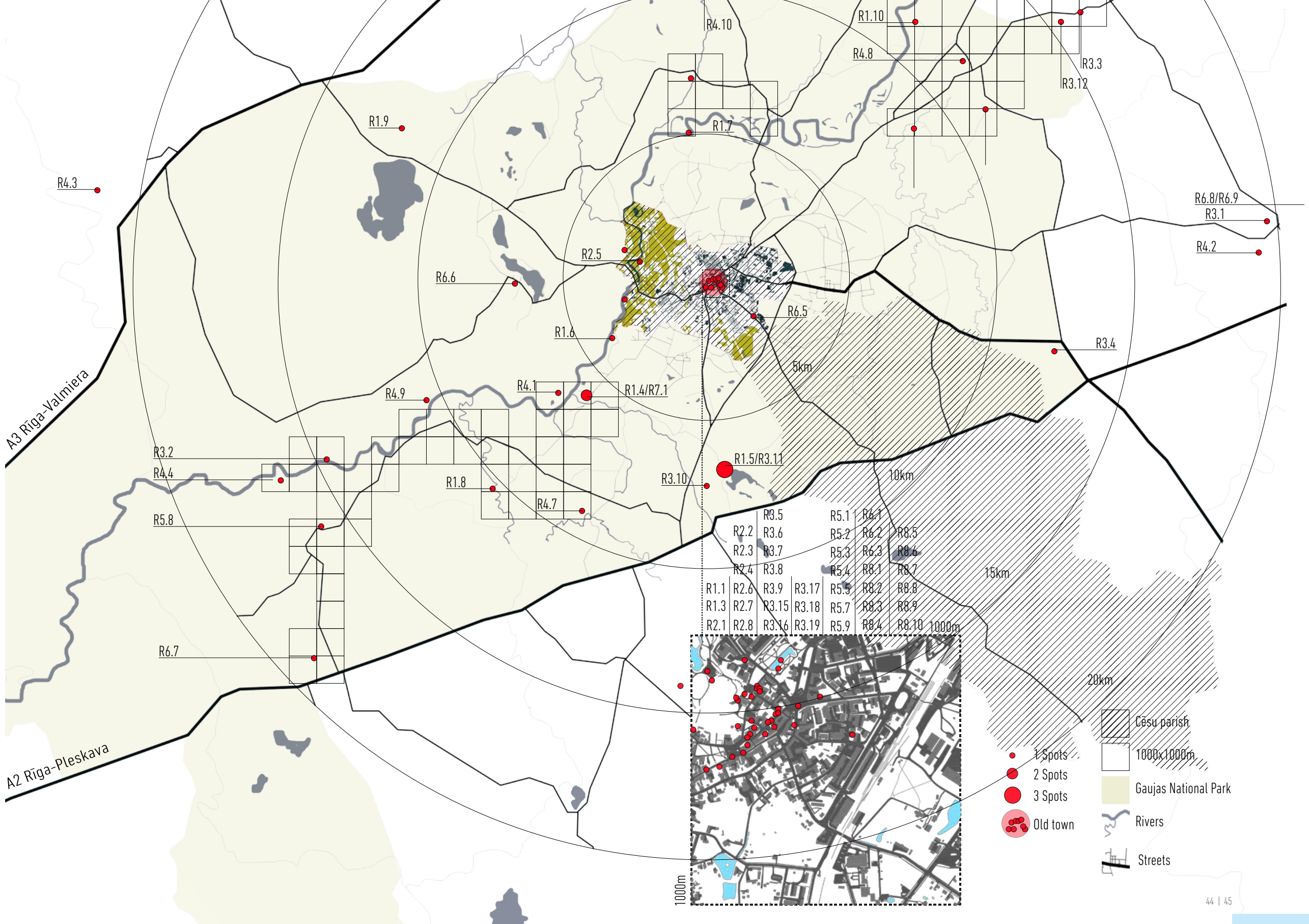
# PART 3: CESIS IN CONTEXT OF RESORT



?????

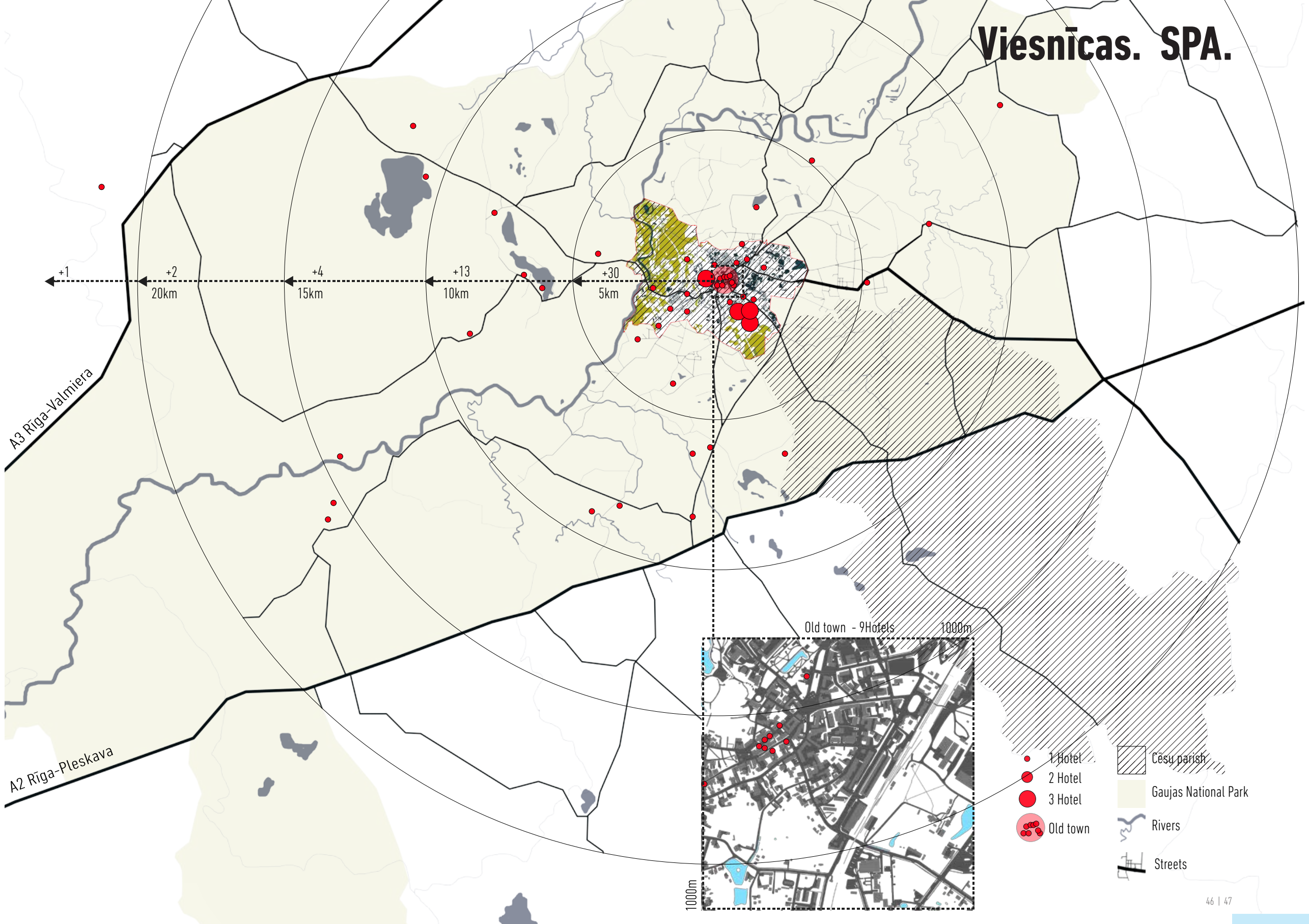
# Ko redzēt? Ko darīt?







# Viesnīcas. SPA.





# REGULATIONS

Teritorijas attīstības plānošanas likums (01,12,2011,)

# Teritorijas attīstības plānošanas likums (01.12.2011)

EUROPE 2020-strategy for smart, sustainable and inclusive growth

EU strategy for theBaltic sea region

5.pants. Teritorijas attīstības plānošanas līmeņi un dokumenti

1) nacionālajā līmenī — Latvijas ilgtspējīgas attīstības stratēģiju un Nacionālo attīstības plānu;

LATVIA -national development plan 2014-2020-sustainable development strategy until 2030

2) reģionālajā līmenī — plānošanas reģiona ilgtspējīgas attīstības stratēģiju un attīstības programmu;

RIGA planning region :-sustainable-spatial-development program

3) vietējā līmenī — vietējās pašvaldības ilgtspējīgas attīstības stratēģiju, attīstības programmu, teritorijas plānojumu, lokālplānojumu un detālplānojumu.

Cēsu novada ilgtspējīgas attīstības stratēģija 2030

(2) Visos līmeņos, izstrādājot teritorijas attīstības plānošanas dokumentus, nodrošina stratēģisko ietekmes uz vidi novērtējumu, ja tas ir nepieciešams saskaņā ar normatīvo aktu prasībām.

2015

# CĒSU NOVADA ILGTSPĒJĪGAS ATTĪSTĪBAS STRATĒGIJA 2030



Otrā redakcija

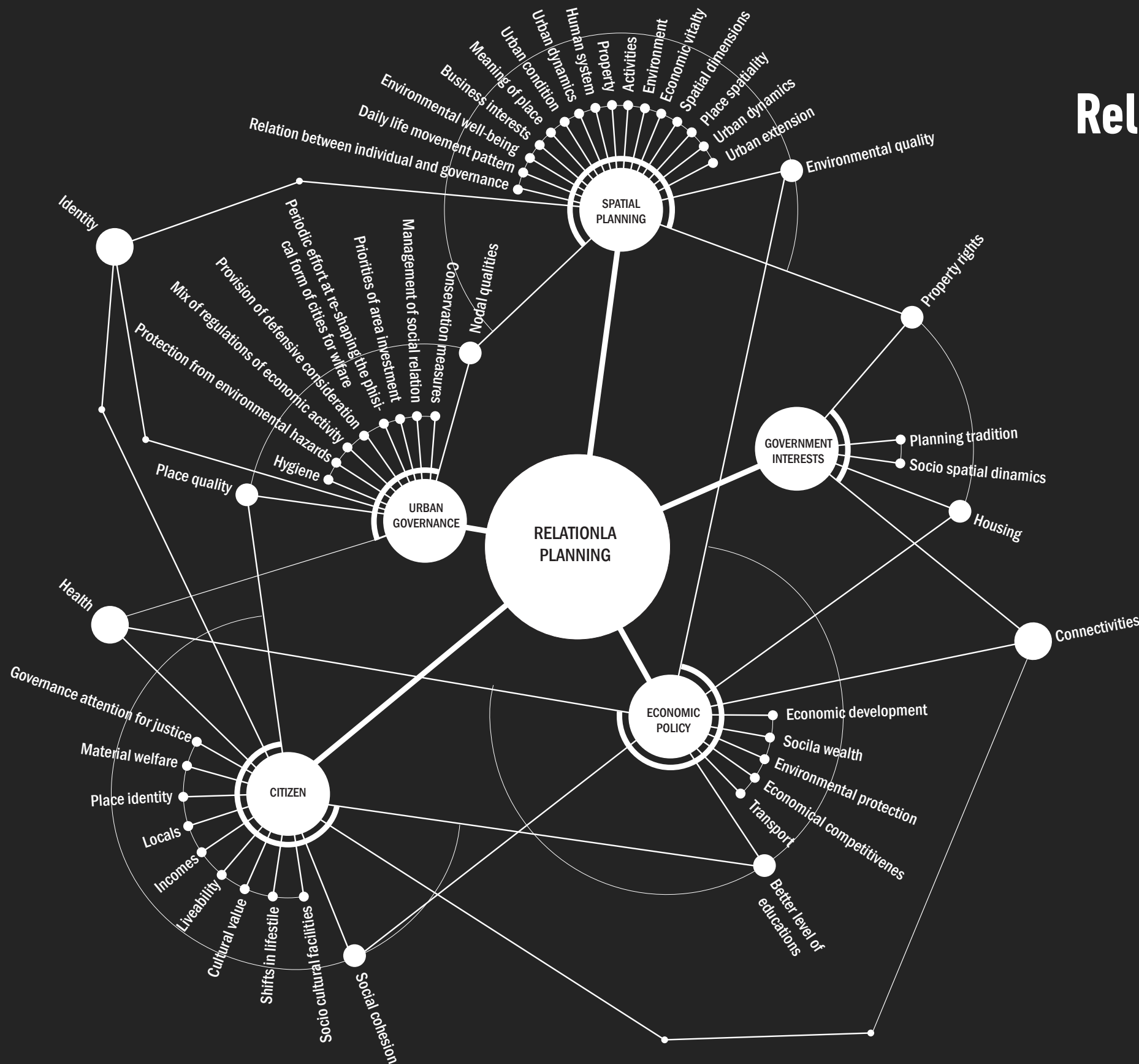
# Strategic plan trajectories and their values: Relational planning

Relational planning  
Urban Governance  
Concerns and demands of citizens and  
organised stakeholders  
Economic policy  
Spatial strategy  
Government interests

# Relational planning

"I seek to show the possibilities and limits of bringing together the potentially conflicting values of distributive justice, environmental well being and economic vitality, not as abstract principles but in their specific material and imaginative expression in concrete governance interventions that promote place qualities... we get to become the critical actors in the processes I describe and examine. Who and where are the planners in these developments? How do planning systems fit in the governance landscapes of which they are apart?" (Healey, 2006, p. 11)

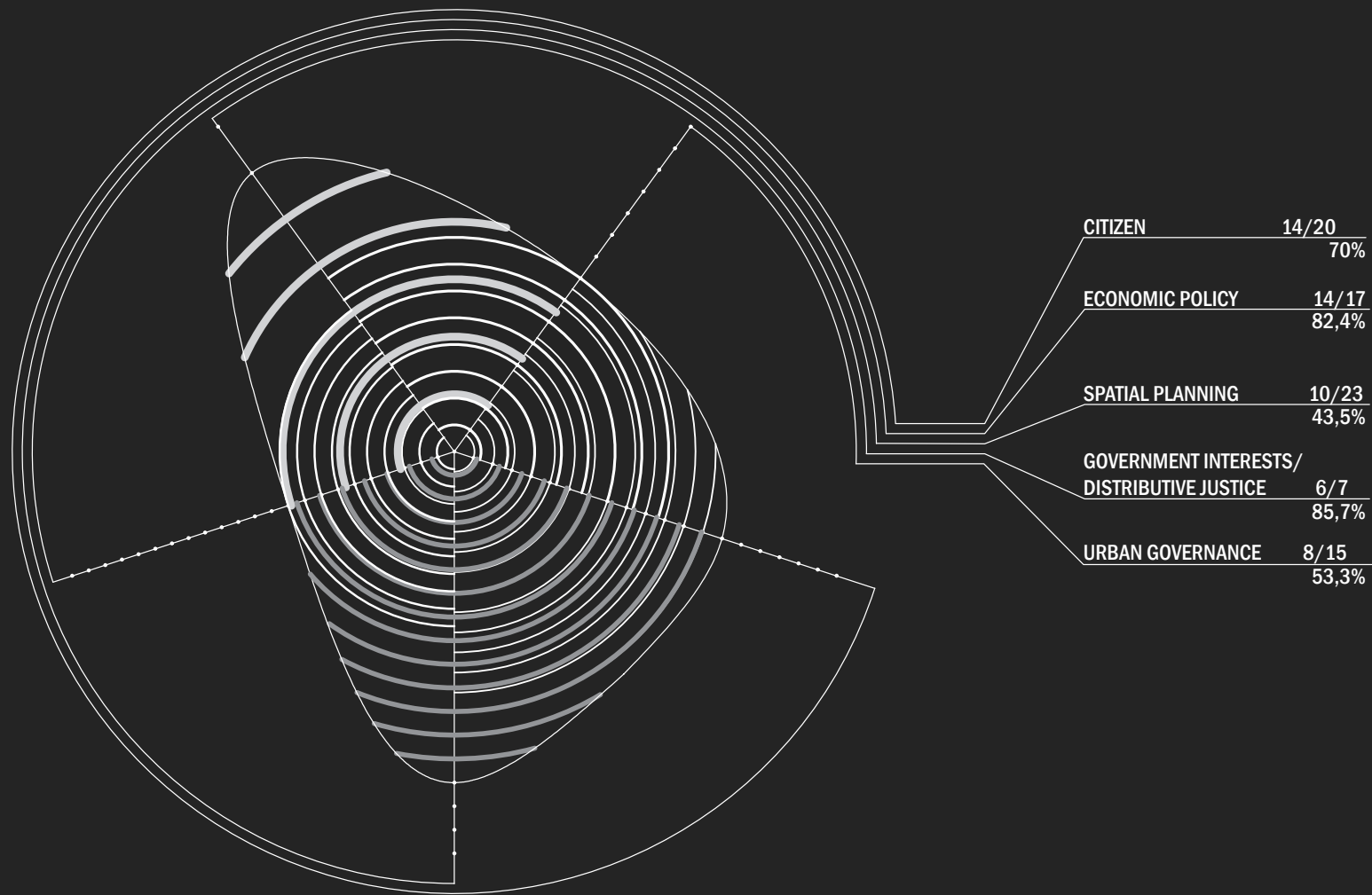
"It sustains of practical mobilising policy attention to how values of distributive justice, environmental well-being and economic vitality, may be compromised by the neglect of attention to quality of place" (Healey, 2006, p. 268)



Government interests/ distributive justice	Economic policy	Citizen	Spatial	Urban governance		Cēsu novada ilgspējīgas attīstības stratēģija 2030
					Socio spatial dynamics	x
					Planning tradition	x
					Economically successful	x
					Property rights	
					Housing	x
					Connectivities-Infrastructure- inner and external mobility	x
					Working places	x
					Environmental protection	
					Economical competitiveness	
					Transport	x
					Economic development	x
					Technical infrastructure-communications (pipes atc.)	x
					Tourism	x
					Strategic infrastructure investment	
					Social wealth	x
					Infrastructure- quality of roads	x
					Environmental quality	x
					Better level of educations	x
					Social cohesion	x
					Infrastructure- parking	x
					Health	x
					Locals	x
					Governance attention for justice	
					Place identity	x
					Material welfare	
					Socio cultural facilities	x
					Shifts in lifestyle	
					Cultural value	x
					Liveability	
					"Place effect" to individual economic activities	
					Incomes	
					Safety	x
					Place quality	x
					Infrastructure- bicycle path, pedestrians	x
					Identity	x
					Nodal qualities	x

					Urban condition	x
					Meaning of place	x
					Human system	
					Daily life movement pattern	
					Business interests	
					Environmental well-being	x
					Property	
					Urban dynamics	
					Economic vitality	
					Relation between individual and governance	
					Spatial dimensions	
					Environment	x
					Activities	
					Nature	x
					Place spatiality	
					Urban dynamics	
					Urban extension	
					Mix of regulations of economic activity	x
					Priorities of area investment	
					Management of social relation	
					Periodic effort at re-shaping the physical form of cities for welfare	
					Conservation measures	x
					Hygiene	
					Provision of defensive consideration	
					Protection from environmental hazards	
					Ecological system	

# Urban Governance aimed to economic policy



# PROPOSED APPROACH

Fotmal  
Informal



## INFORMAL

strategies as emergent framing discourses-

metaphors -

storylines -

**manifestos -**

**produce fundamental decisions -**

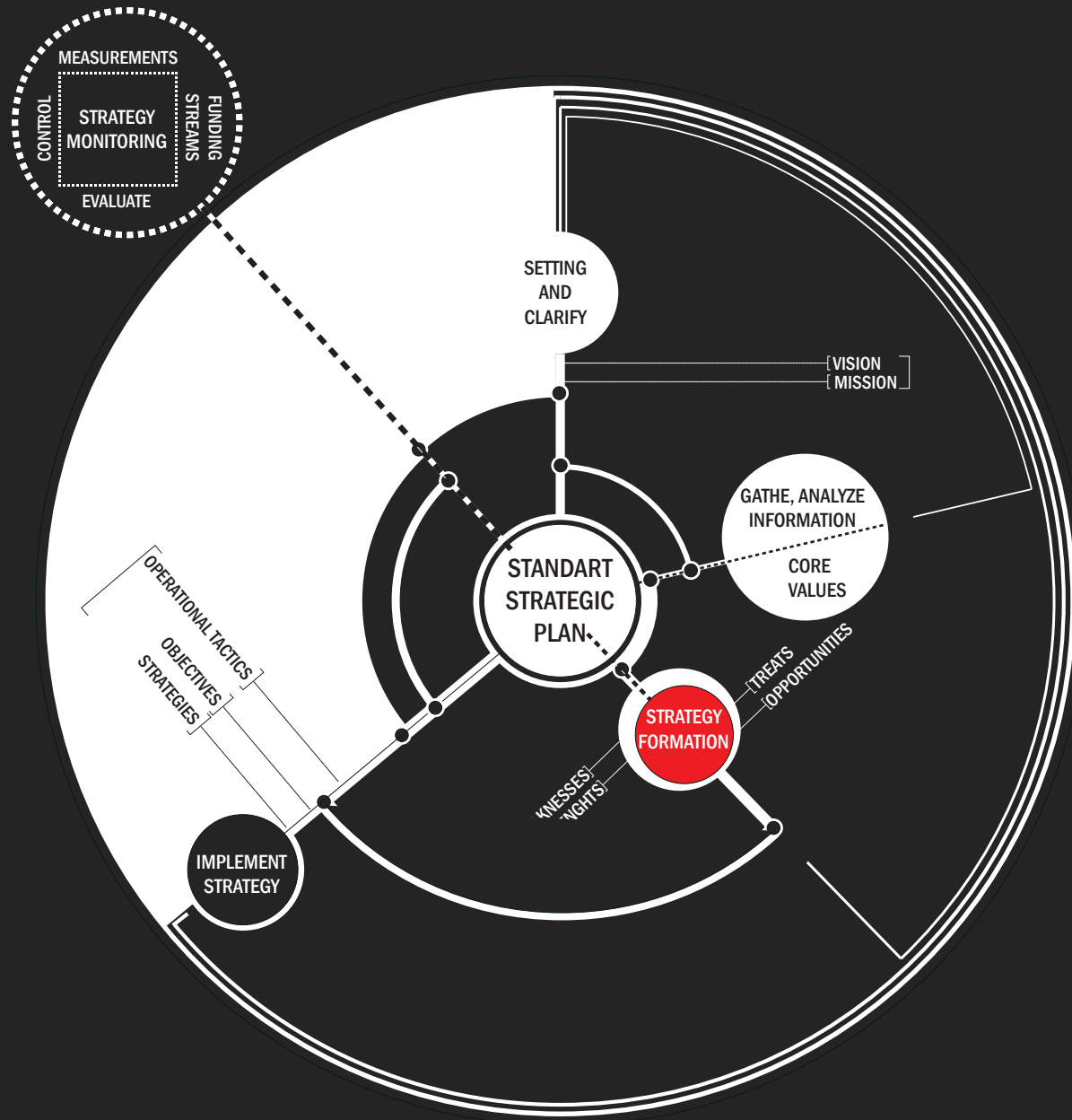
## FORMAL

-made in plans as maps and design

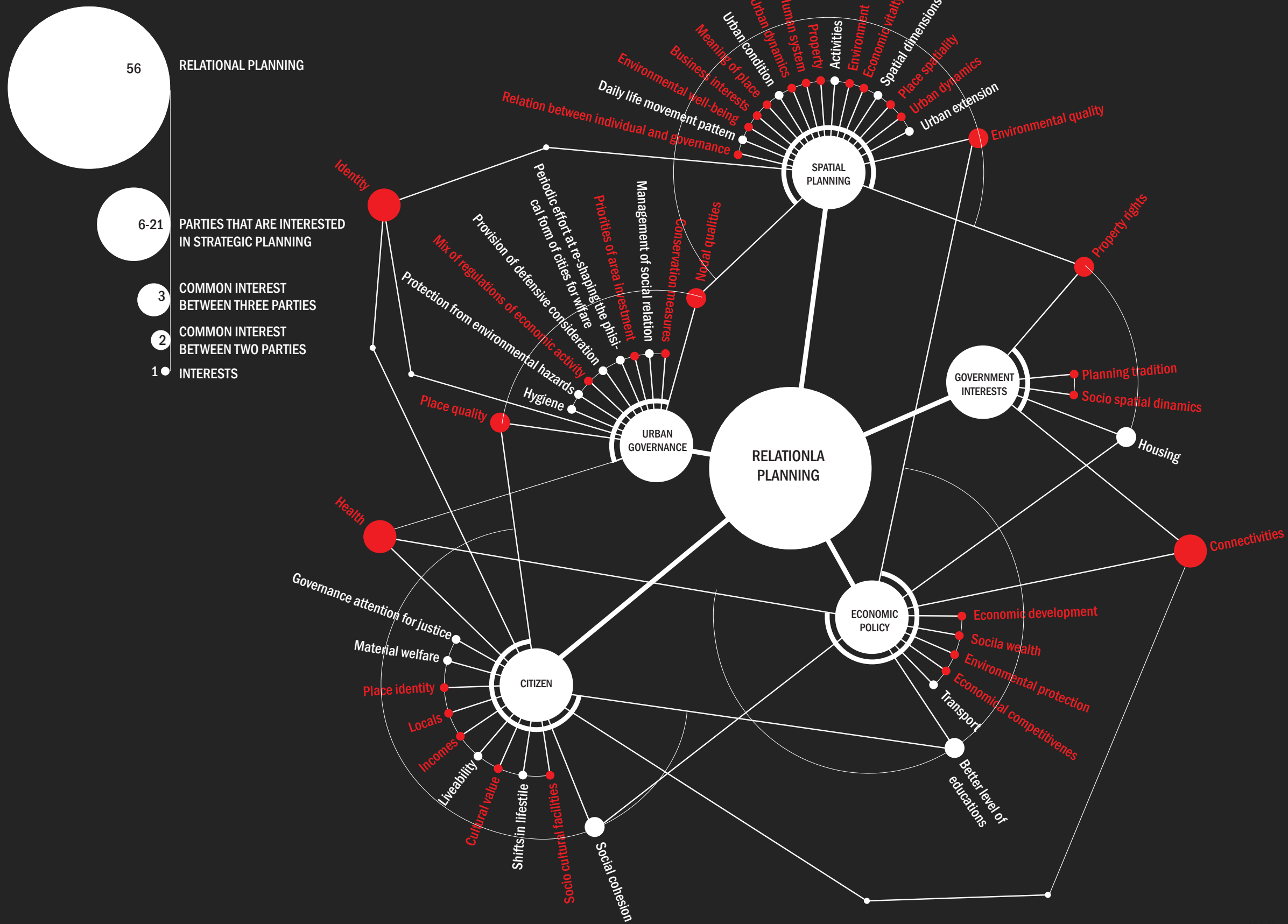
-policy statements

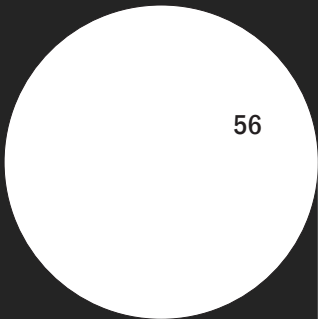
-policy criteria

# Strategic plan trajectories and their values: Relational planning



Relational planning  
Urban Governance  
Concerns and demands of citizens and  
organised stakeholders  
Economic policy  
Spatial strategy  
Goverment interests





56

RELATIONAL PLANNING



6-21

PARTIES THAT ARE INTERESTED  
IN STRATEGIC PLANNING



3

COMMON INTEREST  
BETWEEN THREE PARTIES



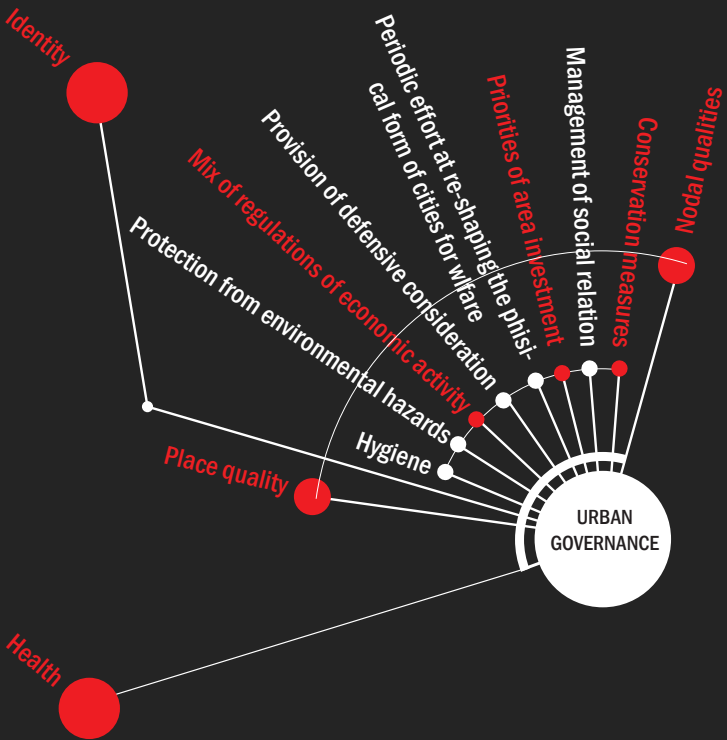
2

COMMON INTEREST  
BETWEEN TWO PARTIES



1

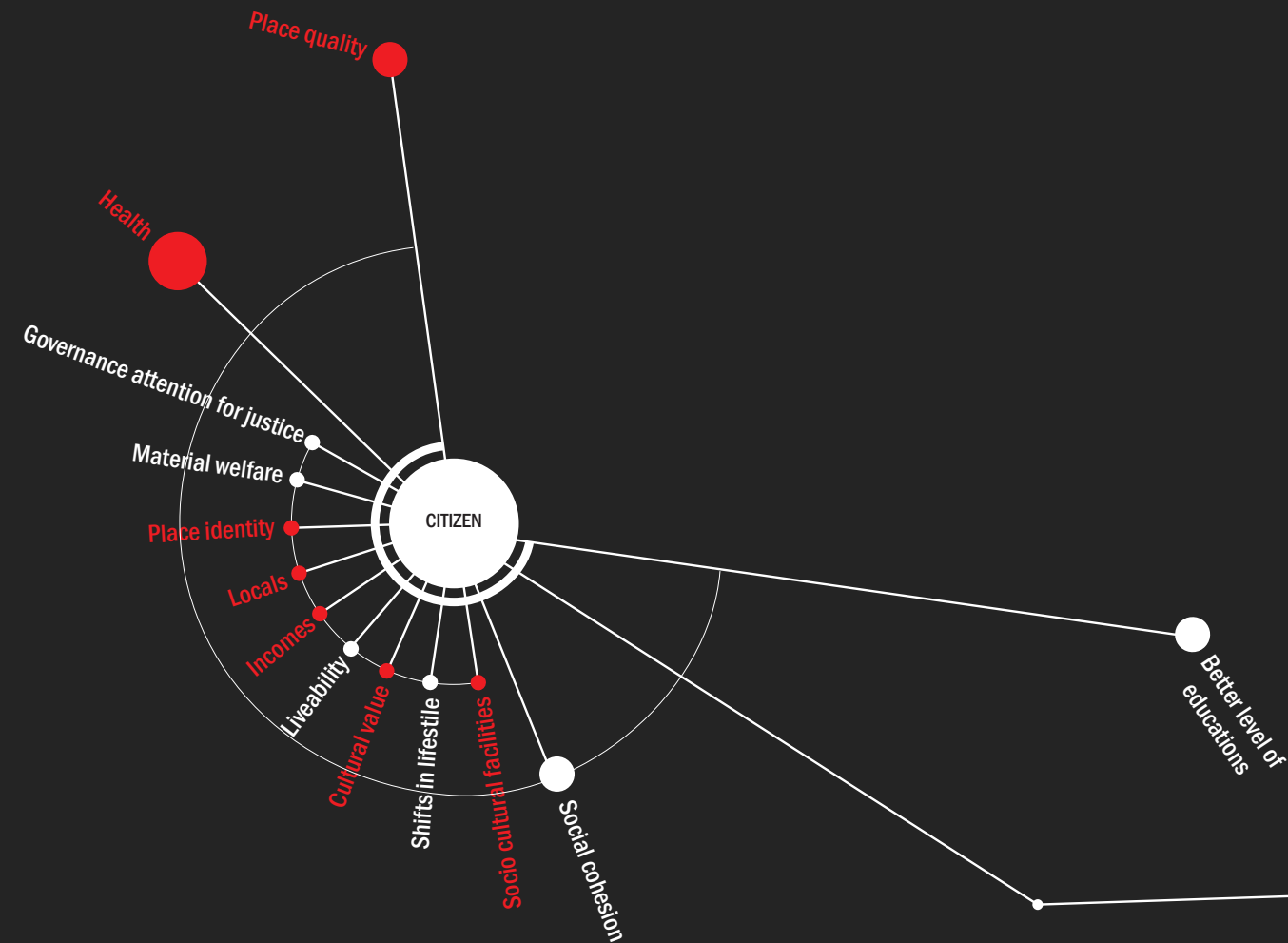
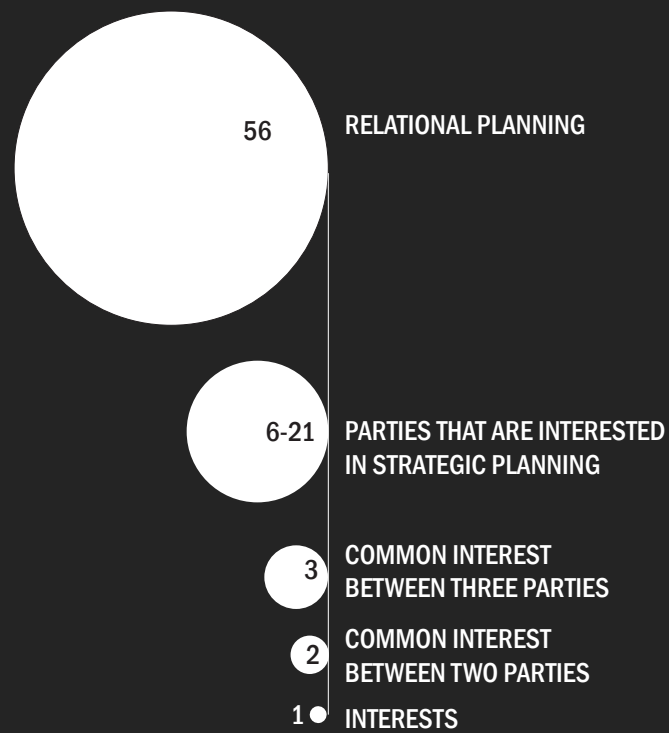
INTERESTS



# Urban Governance

Level	Dimension
1.	<div>Specific episodes (of spatial strategy making)</div> <div><div>Actors – roles, strategies, interests</div><div>Arenas – Networks and coalitions</div></div>
2.	<div>Government processes (focusing, justifying and legitimating a policy program of project)</div> <div><div>Networks and coalitions</div><div>Discourses – language, metaphor, derived from frames of reference</div><div>Practices</div></div>
3.	<div>Governance cultures (critics and monitors of governance activity, such as the media, pressure groups and protest movement, mobilise norms of appropriate governance practice and ideas about “region” qualities and trajectories, engaging in critical debate about governance initiatives and processes.</div> <div><div>Range of accepted modes of governance</div><div>Range of embedded cultural values</div><div>Formal and informal processes</div><div>critique through which governing processes are rendered legitimate</div></div>

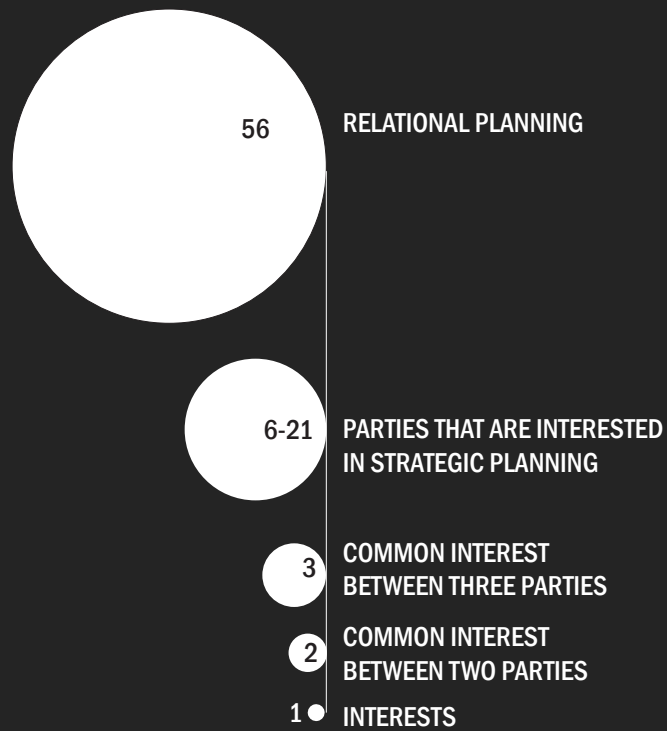
(Healey, 2006, p. 21)



# Concerns and demands of citizens and organised stakeholders

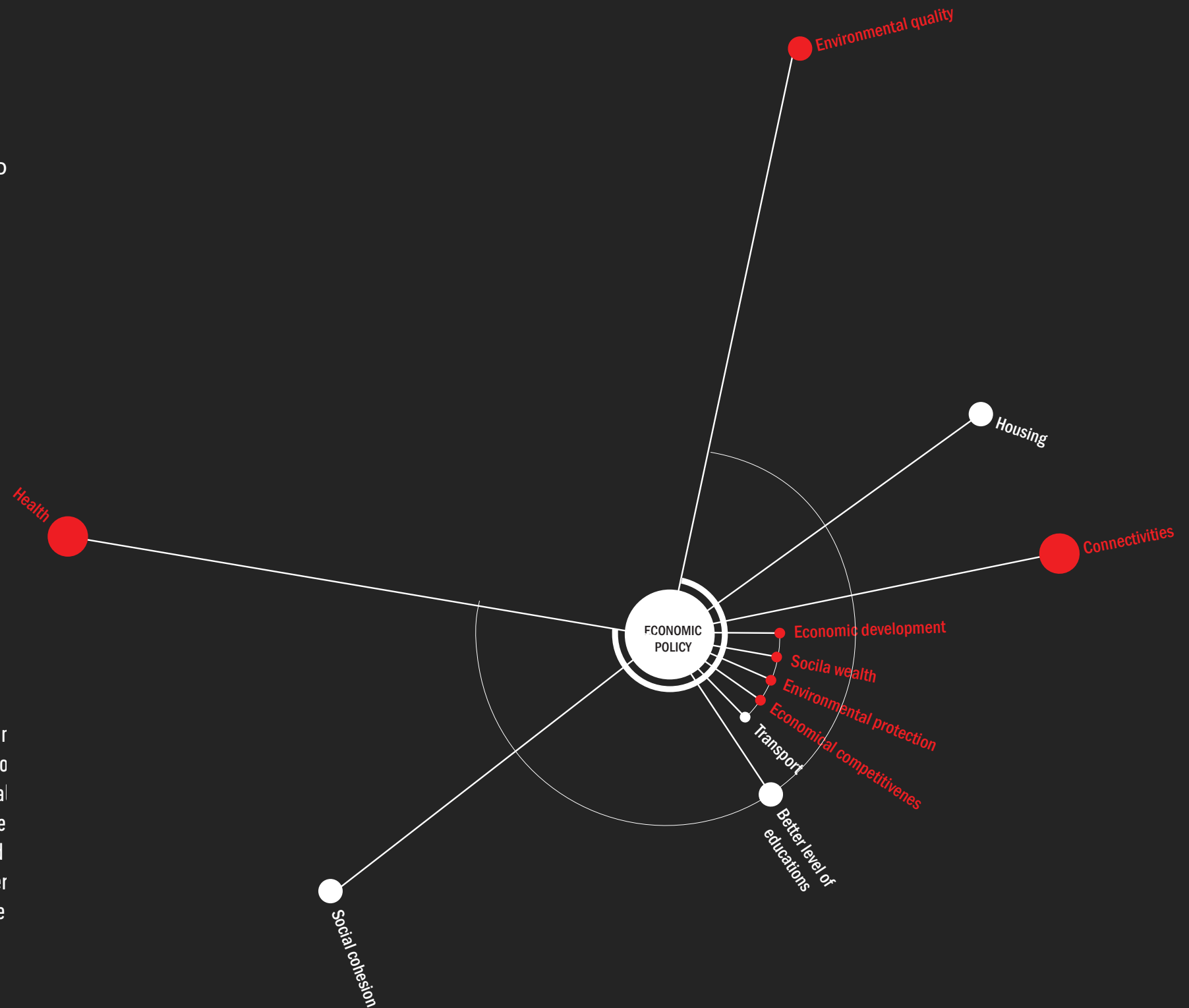
“...social groups in negotiating the daily life environment in cities where the qualities of the locales and connectivities to which residents have access have been neglected. This puts the distribution of access to place quality and ‘liveability’ alongside access to income, education, health and socio-cultural facilities as a key arena of social differentiation, and therefore in need of governance attention if distributive justice is to be promoted (Amin et al. 2000).

The concern with place quality is linked also to questions of identity and social cohesion as well as material welfare (Bagnasco and Le Gates 2000a). Attachment to place, and to diverse places within and around an urban area, may be an important dimension of people’s well-being, part of their identity and ontology (Liggett and Perry 1995). The emotive feelings people have for place qualities lie behind many episodes of conflict between residents, developers and government.” (Healey, 2006, p. 6)



# Economic policy

“Instead, more attention is given to providing of production, commercial, financial and communications infrastructure so that individuals stretch out to global markets. This leads to the relation dynamic that seeks to swing established old integrated and ‘managerial’ modes of governance into approaches to developing the



56

## RELATIONAL PLANNING

6-21

PARTIES THAT ARE INTERESTED  
IN STRATEGIC PLANNING

3

COMMON INTEREST  
BETWEEN THREE PARTIES

2

COMMON INTEREST  
BETWEEN TWO PARTIES

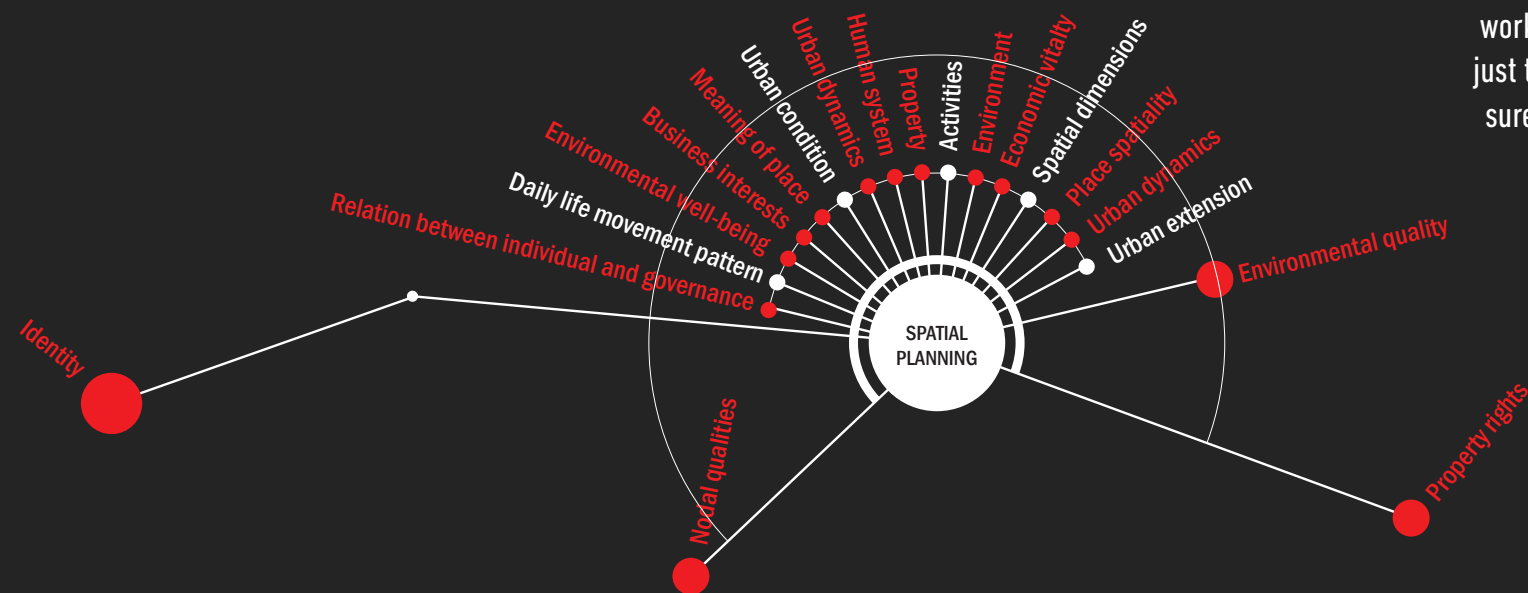
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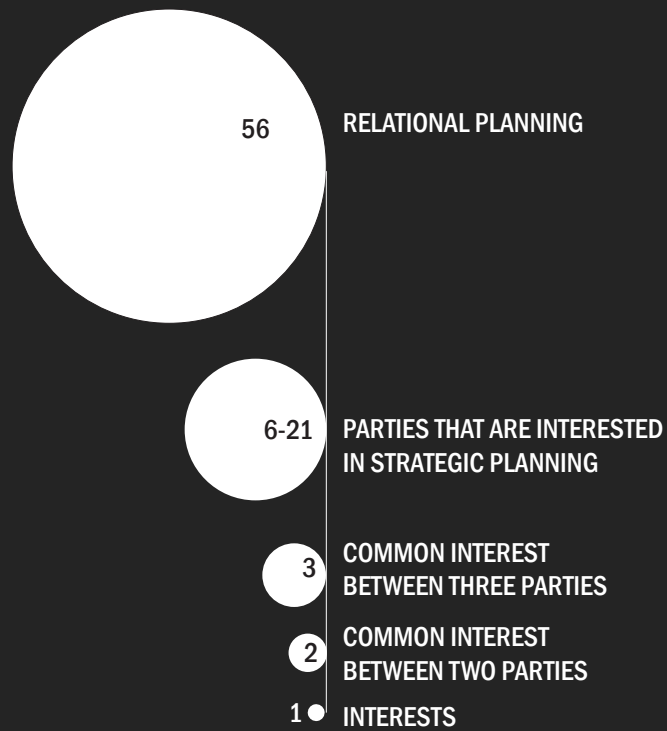
## INTERESTS

# Spatial strategy

“Spatial strategies focus attention on the ‘where’ of activities and values, on the qualities and meanings of places, on the flows that connect one place to another and on the spatial dimensions of the way activities are organised. In the discussions, analyses and disputes that surround the formation and use of spatial strategies for urban areas, this spatial dimension may not be immediately visible. The emphasis may be on general problems – congestion, pollution, lack of affordable housing, conserving historic buildings, the shortage of sites for new companies. Or they may be on appropriate processes – when and how to organise consultation processes, the nature of formal inquiries, how to reconcile different viewpoints. But what gives spatial strategy its distinctive focus and contribution is the recognition that ‘geography matters’ (Massey et al. 1984). It is not just traffic congestion in general that is a problem, but specifically where this occurs, what the impacts are and how and where they are experienced, and, as a result, who is affected by congestion and its impacts. It is not just the inability of the housing market to produce affordable housing that is the problem, but the way housing markets work to distribute living opportunities for different people within an urban area, so that poorer people may end up facing inequalities not only in access to housing, but to work opportunities, health services, education and leisure opportunities. It is not just the conservation of buildings that is at issue, but the way conservation measures impact on the overall quality of an area, in terms of property values, visits from tourists and traffic flows.”

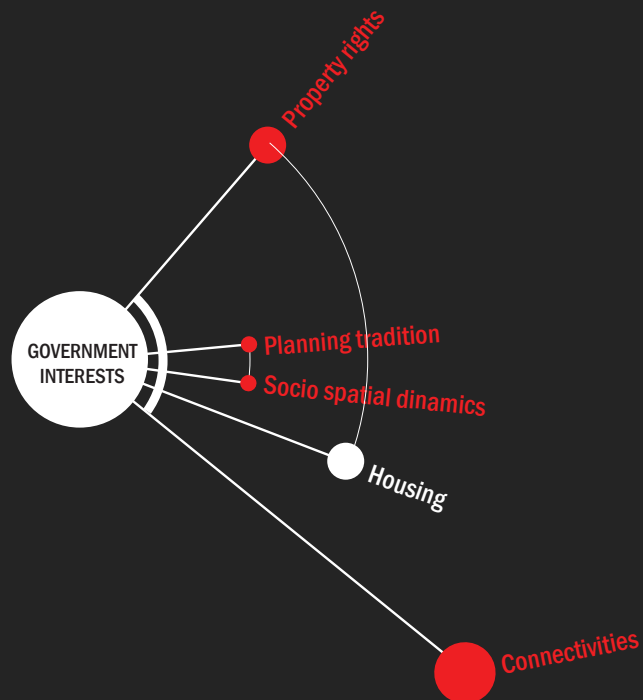
(Healey, 2006, p. 201)





# Government interests

“Governments do not act. Actors in positions in government act, drawing on all kinds of resources and social practices which shape their perceptions, ethics, remits and responsibilities. Materials produced by government activity, such as laws and statements, ‘act’ through the authoritative power embodied within them.” (Healey, 2006, p. 269)

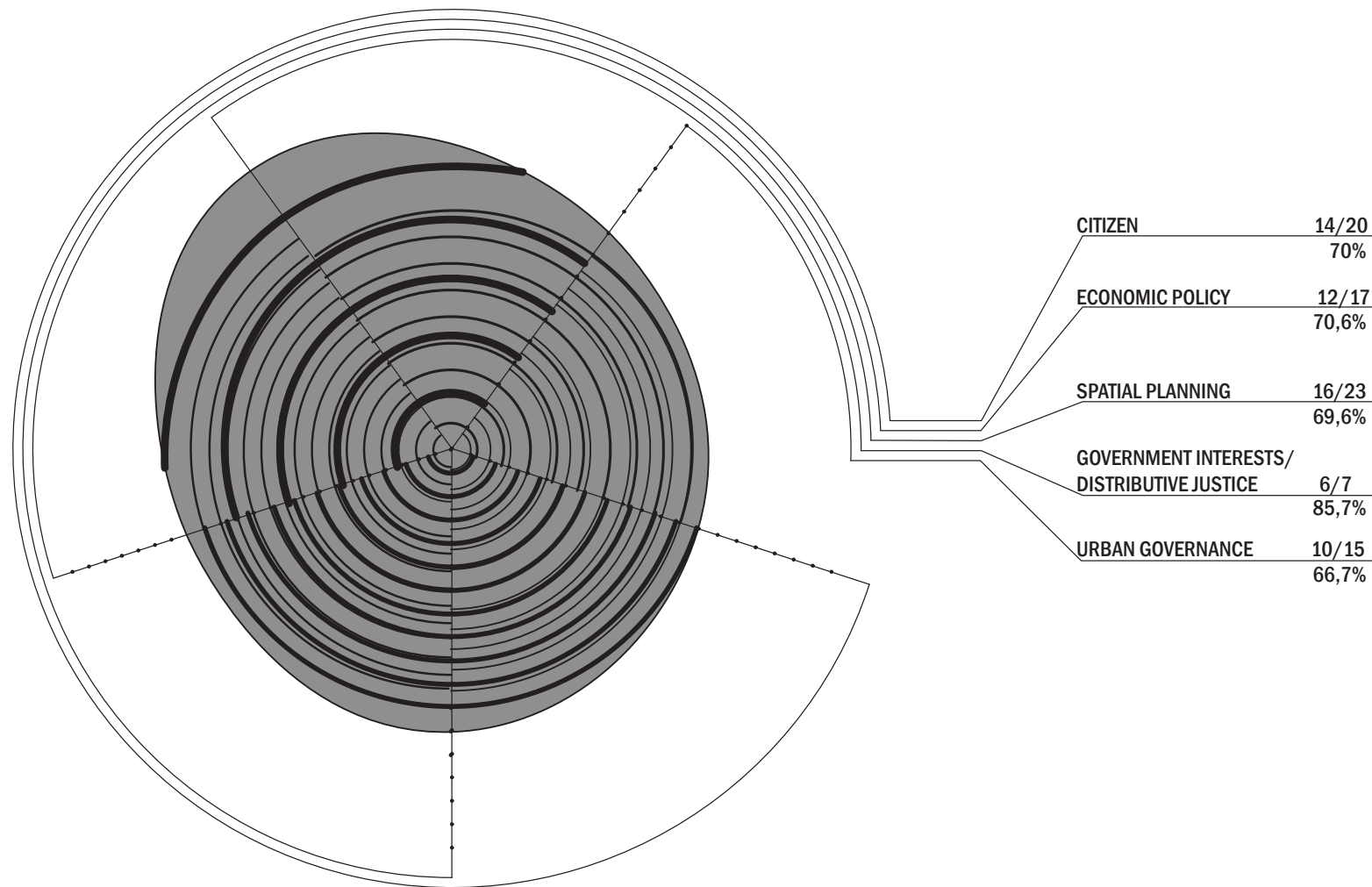




Government interests/ distributive justice	Economic policy	Citizen	Spatial	Urban governance		Cēsu novada ilgtspējīgas attīstības stratēģija 2030	Piedāvājums (relational planning)
					Socio spatial dynamics	x	
					Planning tradition	x	
					Economically successful	x	
					Property rights		
					Housing	x	
					Connectivities-Infrastructure- inner and external mobility	x	
					Working places	x	
					Environmental protection		
					Economical competitiveness		
					Transport	x	
					Economic development	x	
					Technical infrastructure-communications (pipes etc.)	x	
					Tourism	x	
					Strategic infrastructure investment		
					Social wealth	x	
					Infrastructure- quality of roads	x	
					Environmental quality	x	
					Better level of education	x	
					Social cohesion	x	
					Infrastructure- parking	x	
					Health	x	
					Locals	x	
					Governance attention for justice		
					Place identity	x	
					Material welfare		
					Socio cultural facilities	x	
					Shifts in lifestyle		
					Cultural value	x	
					Liveability		
					"Place effect" to individual economic activities		
					Incomes		
					Safety	x	
					Place quality	x	
					Infrastructure- bicycle path, pedestrians	x	
					Identity	x	

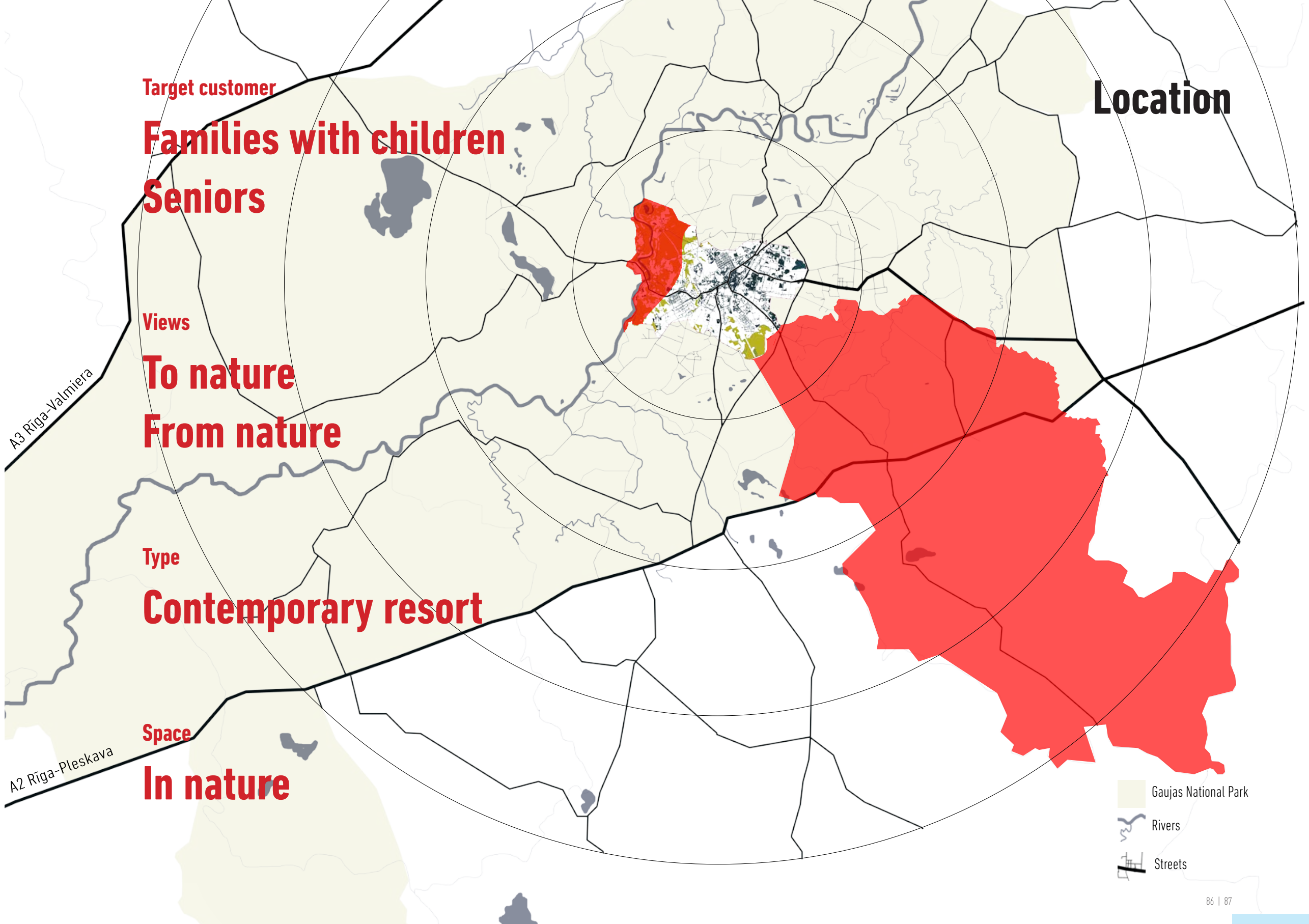
					Nodal qualities	x	
					Urban condition	x	
					Meaning of place	x	
					Human system		
					Daily life movement pattern		
					Business interests		
					Environmental well-being	x	
					Property		
					Urban dynamics		
					Economic vitality		
					Relation between individual and governance		
					Spatial dimensions		
					Environment	x	
					Activities		
					Nature	x	
					Place spatiality		
					Urban dynamics		
					Urban extension		
					Mix of regulations of economic activity	x	
					Priorities of area investment		
					Management of social relation		
					Periodic effort at re-shaping the physical form of cities for welfare		
					Conservation measures	x	
					Hygiene		
					Provision of defensive consideration		
					Protection from environmental hazards		
					Ecological system		

# Balanced relational planning driven by urban governance



# **PART 4: CONCEPT**

**CĒSIS**  
**HOME.NATURE**  
**H E A L I N G**



Target customer

**Families with children**  
**Seniors**

**Location**

Views

**To nature**  
**From nature**

Type

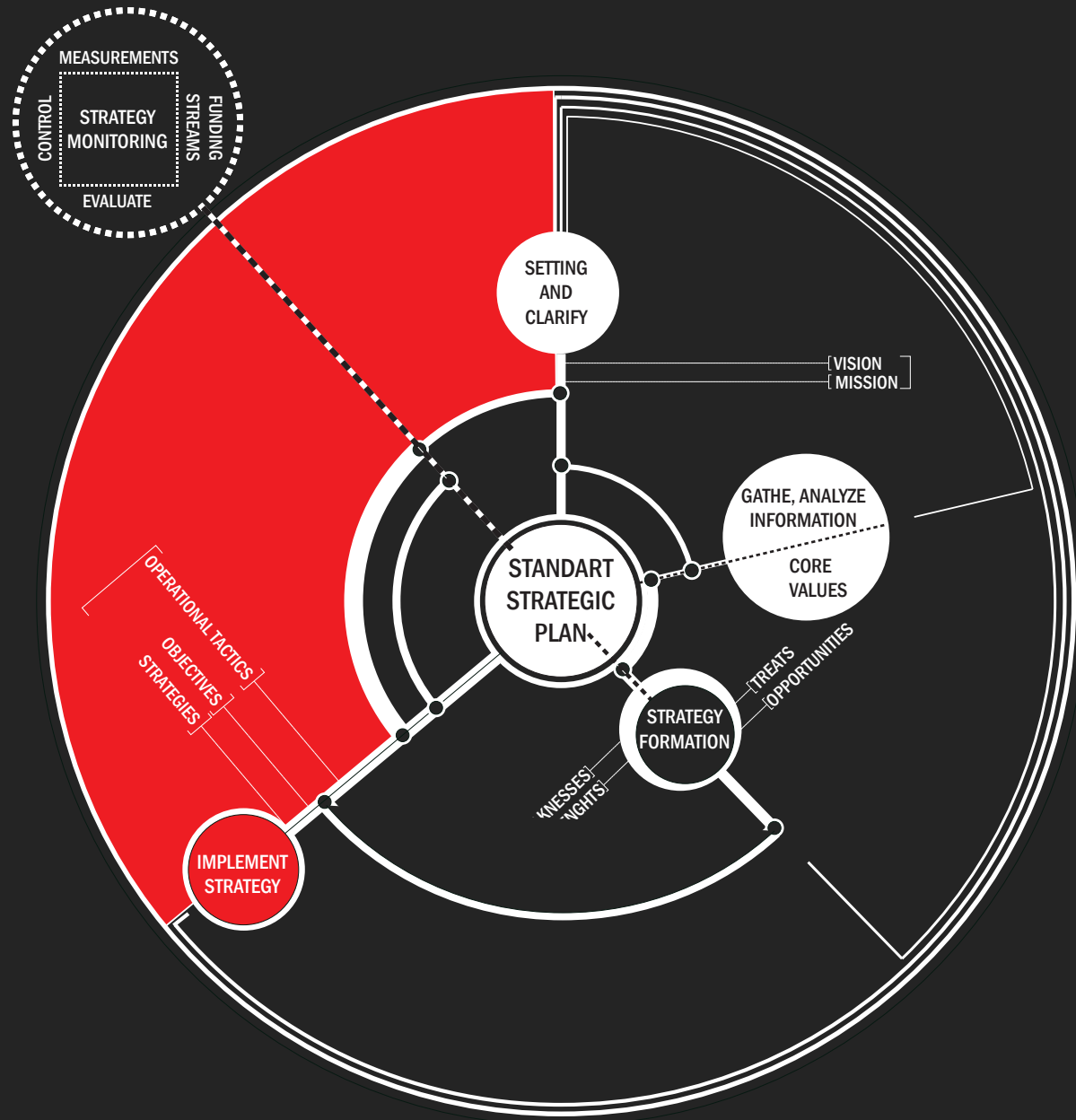
**Contemporary resort**

Space

**In nature**

- Gaujas National Park
- Rivers
- Streets

# Examples



Serpentine Gallery Pavilion (2011)  
 Therme Vals (1996), Graubünden Summer house (1959)  
 Thorncrown Chapel (1980)  
 Fallingwater (1938)  
 Selgas Cano Architecture office (2007)  
 Juvet Landscape Hotel (2007-2013)  
 Villa Vals (2009)  
 Nature concert hall (2014)



# Serpentine Gallery Pavilion (2011)

**Designed by Peter Zumthor**

The design emphasises the role the senses and emotions play in our experience of architecture. With a refined selection of materials Zumthor creates contemplative spaces that evoke the spiritual dimension of our physical environment.



# **Therme Vals (1996), Graubünden, Switzerland**

**Designed by Peter Zumthor,  
with Marc Loeliger, Thomas  
Durisch and Rainer Weitschie**

The Therme Vals is a hotel and spa in one which combines a complete sensory experience

“Mountain, stone, water – building in the stone, building with the stone, into the mountain, building out of the mountain, being inside the mountain – how can the implications and the sensuality of the association of these words be interpreted, architecturally?” Peter Zumthor

<https://www.archdaily.com/13358/the-therme-vals>





# Summer house (1959)

Modris Ģelzis

Vasarnīcas projekts izrādījies notikums ne tikai 50 gadus atpakaļ. Tā ir viena no pirmajām modernisma ēkām, kas Latvijā tika īstenota pēckara laikā, un iezīmē revolucionāras pārmaiņas arhitektūras idejās pēc morāli novecojušā “Stalīna baroka”. Jaunums tolaik bija katra brīvdienu mājas detaļa – punktveida pamati (ēka veidota ar atrāvumu no zemes), siltinātā grīda un jumts, kas savienots ar griestiem, iztiekot bez bēniņiem, koka karkass ar plašajiem stiklojumiem. Dēļu klājs ar pergolu sapludina robežas starp dārzu un ēku. Citu modernistu vidū Modra Ģeļža arhitektonisko domāšanu, ko īpaši apliecina **šis vasarnīcas projekts, izceļ humāni mērogi un dabas izjūta – cilvēka fiziskajam un morālajam komfortam, arī laimei patiesībā pietiek ar minimumu.**





# Thorncrown Chapel (1980), Eureka Springs, Arkansas

**Designed by renowned  
architect E. Fay Jones**

The chapel is made with all organic materials to fit its natural setting. The building has a native flagstone floor surrounded with a rock wall which gives the feeling that the chapel is part of its Ozark hillside.

Light, shadows, and reflections play a major role in Thorncrown's ambience. Because of the chapel's elaborate trusses and the surrounding trees, constantly changing patterns of light and shadows appear during the day. At night reflections of the crosses in the lights appear to surround the entire building. Consequently, Thorncrown never looks quite the same. Its appearance changes during each hour of the day and during the different seasons of the year.

<https://mstackman.wordpress.com/2011/11/08/101/>





# Fallingwater (1938)

## Frank Lloyd Wright

The Kaufmanns' love for Bear Run's rushing waterfalls inspired their architect to imagine a residence placed—not as the Kaufmanns were expecting—across from the falls where they could be enjoyed from afar, but cantilevered directly over them. It was a daring move that permitted the Kaufmanns to not only simply view nature, but actually live in its midst..

Frank Lloyd Wright chose the most dramatic of these falls when siting the Kaufmanns' house. Perhaps unknowingly, Wright exhibited the best of his art, tempered by experience and stimulated by the opportunity to unite man with nature—one of his core beliefs.

<https://fallingwater.org/history/about-fallingwater/designing-fallingwater/>





# Selgas Cano Architecture office(2007), Madrid

## Selgas Cano

The office takes the form of an aerodynamic tube, with a long window on one wall that extends into part of the ceiling. Acting as both a window and a skylight, the glass wall floods the office with light, eliminating the need for artificial lighting during the day. Falling leaves, animals, and wildlife pass by, creating a shifting forest landscape that changes throughout the day.

<https://inhabitat.com/incredible-glass-office-gives-employees-a-bugs-eye-view-of-the-forest-floor/>





# Juvet Landscape Hotel (2007–2013), Valldal, in North-Western Norway.

**Jensen & Skodvin**

The architects behind Juvet Landscape Hotel, Jensen & Skodvin, wanted to create a hotel that would not intrude upon nature, but rather exist in harmony with the landscape of which it is a part. The concept of a landscape hotel emerged as an opportunity to offer an experience of stunning natural beauty with minimal intervention, opening up locations that would otherwise be prohibited for reasons of conservation.

Sustainability. The site for the hotel is a nature reserve. After extensive negotiations with conservation authorities, permission was eventually granted for a plan allowing a maximum of 28 rooms to be built without the need for rock blasting or alterations to the terrain.

Instead of a conventional hotel with guest rooms stacked together in one large building, the idea was to distribute the rooms throughout the site in the form of small, individual houses.

Conservation of topography is another aspect of sustainability that deserves attention. Conserving the site is a way to respect the fact that nature precedes and succeeds man.

<http://www.juvet.com/the-juvet-hotel/the-hotel>





# Villa Vals (2009), Switzerland

designed by Bjarne  
Mastenbroek and Christian  
Müller

Their design plan was to completely integrate the villa into the landscape to avoid disturbing the unspoiled nature. That is why access to the villa is only possible via the nearby wooden Graubünder shed, through an underground tunnel which runs straight through the mountainside. The façade of the house is slightly slanted, adding to the view of the mountain scenery across the valley opposite of the house.

<http://www.villavals.ch/design.php?lang=en>





# Nature concert hall (2014), Gauja National Park, near Sigulda

Designed by Didzis Jaunzems,  
Klinta Pickaine

Pavilion / stage for “Nature Concert Hall” is designed as an art object that unifies all main atmosphere making components of the event – space, light, video and music. Architectural volumes are referring to existing elements in the nature. The structure of the pavilion is made in a way to reduce the amount of points touching the protected biotope meadow.

Nature Concert Hall is multimedia nature-educational event that incorporates science, dramaturgy, music and art. Its aim is to bring attention to surrounding nature, to tell about daily unnoticed and invite to be careful.

<http://www.dja.lv/projects/nature-concert-hall/>



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