

A Revolutionary Planning Strategy for Chinese Cities

Lecong Beiwei as a Guinea Pig

中国城市革命性的规划策略
——乐从北围试验区

信思



**Landscape Institute Awards 2015
Entry Form**

**Entry Reference Number
UDM02**

I have read the entry requirements for the Landscape Institute Awards 2015 and wish to enter the named scheme which complies to the submission in all respects. I can confirm that this entry is correct and accurate to the best of my knowledge.

I have checked the entry materials and agree to all aspects of them being subjected to the judging process. I agree that all images and copy may be used in any Landscape Institute publications, published to any format in the UK or overseas and I confirm that there are no restrictions or fees payable for reproducing any photographs or any other submitted materials. I agree to the publication of the judges' comments.

Name of Scheme/Project

Lecong Beiwei Preferred Development Strategy

Category of submission: **Urban Design and Masterplanning**

Details of Entrant who will act as contact for submission

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Signature: 

Client / Owner Authority

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Signature: 

The entrant will serve as the main contact for the submission and will receive all correspondence related to the Landscape Institute Awards 2015.



02c



02e

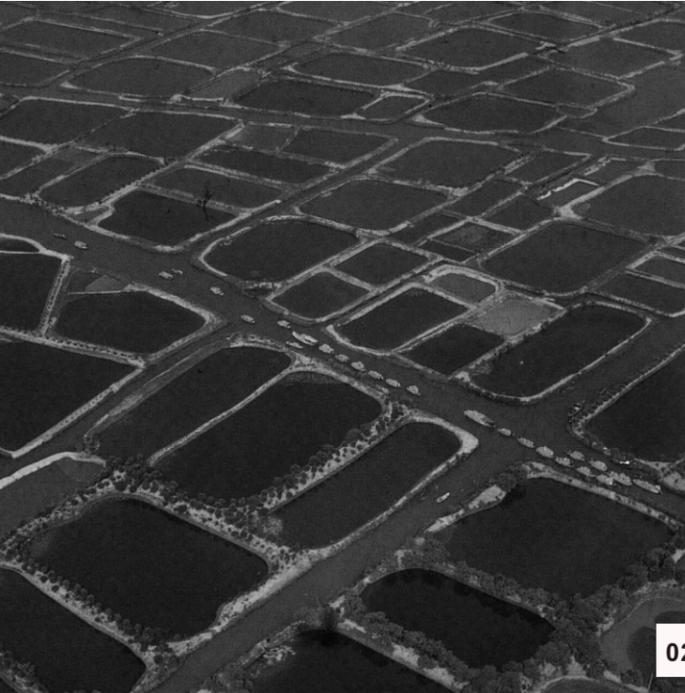


02a

Brief

Review of the existing planning framework and recommendations for detailed land use allocation and planning of the city's North Area. The study was to:

- consider Lecong North Area based primarily on its industrial positioning and to consider the form based on a number of industrial clusters;
- understand the economic spheres based on the movement and availability of labour from both a local and international standpoint as well as the situation of Lecong and Foshan in the industrial supply chain, analysing the economic landscape and status;
- understand the relationships of Lecong North Area within its economic context and strategic positioning in relation to Foshan City;
- from both a macro and micro perspective, consider economic strength, industrial structure, natural and human resources and other economic development conditions;
- based on the above analysis, consider the integration of future resources and the development and connectivity with the surrounding area, combining the Lecong original industrial plan and any proposed development for the North Area industrial clusters.



02b



02d



02f

Site Area

13.9km²

(49.2% agriculture)
(21.5% built area)
(29.3% other)

Land, Urban Construction and Water
Conservancy Bureau of Lecong,
Shunde PRC
(Client)
Biyun CHEN

Shenzhen APECland Design Co. Ltd.
(Local Planning Consultant)
Wenyuan WU, Wei LI

Barry Wilson Project Initiatives Ltd.
(Lead Design Consultant)
Barry WILSON, Eva MA

Client & Project Team

Site Information

Lecong North Area Development Planning, Shunde, Guangdong Province, PRC. Lecong is located northwest of Shunde, in one of the major export zones of the Pearl River Delta, only 30 kilometers away from Guangzhou, and close to Hong Kong and Macao. Beiwei” (North Area) is excellently located south of the Lecong 1st Ring Road and next to State Road 325 and the Shunde waterway, predominantly in farmland.

Final Report Submission:
May 2012;

1st Planning Submission:
Nov 2012;

Amendment Submission:
August 2013;

Planning Adoption:
October 2013.

Key Dates

Relevant Facts

The Client suspected that the District and Regional level Land Use Plans and Masterplans, allocating a high percentage of industrial emphasis to the project area, was no longer a best option for the citizens of their town. They required robust arguments to be presented in order to be able to justify any changes to the regional planning structure which would need to be endorsed in Beijing.

Land, Urban Construction and Water
Conservancy Bureau of Lecong,
Shunde, PRC
(Client)

Shenzhen APECland Design Co. Ltd.
(Local Planning Consultant)

Barry Wilson Project Initiatives Ltd.
(Lead Design Consultant)

CIMIGO Ltd.
(Market Research Consultant)

Credits

Purpose

A sustainable design process was adopted for the study. Statistical analysis was used to supplement baseline information and fully understand the issues of importance amongst the populace regarding the future growth of Lecong town. A vision statement for the project was developed by the Stakeholders through charrettes facilitated by the design team. Based on the Vision and Principles, 3 alternative development strategies were developed, each with a clear priority of development based on Economic, Social or Environmental bias. A clearly defined assessment approach was adopted through further charrettes to evaluate the alternatives and the results were utilised and assessed to create a Preferred Development Strategy which could be carried out flexibly through short, medium and long term phased development.

Role

BWPI Ltd, lead by Barry Wilson, fully developed the study approach and methodology for the project, directed the project team, facilitated the charrettes and guided the direction throughout. The local planning Institute undertook baseline research, document production and assisted in reporting to the Client. A number of specialist consultants were engaged to provide expertise such as economic and industrial analysis whilst the market research and statistical analysis was commissioned from Cimigo in Hong Kong.

Significance

Adopting a methodology that ensured the outcomes could be robust in the face of challenges was a key motivator in developing the methodology. The benefit of being able to utilise quantifiable market research data in decision making rather than expressing "professional judgement" or subjective analysis helped the public to understand each other's preferences and the Client to convince their leaders of the relative merits of the proposal, especially since the outcomes did not follow previous directives. A much more balanced planning proposal resulted, with social and environmental public concerns being highlighted as key drivers, over and above purely economic development.

Innovation

On many counts this was a ground breaking project. The whole methodology including stakeholder engagement was completely new to the Client for a master planning exercise and had dramatic outcomes for project public relations. The use of a "max diff" statistical model to inform and guide the project by numbers was a first for BWPI, who knew what type of information we wanted to get, but adopting a suitable statistical model and selecting the consultant to generate it, took some degree of consideration. As well as learning new skills, BWPI were also able to educate through the project, especially the Client and local planning institute, in terms of working together to develop a project vision, design principles, host charrettes and produce a flexible development plan made up of individual programs, rather than fixing a standardised one dimensional coloured plan. Ratifying the plan was however problematic, with senior level government not given the tools to accept such an unusual outcome, and adapting the deliverables to meet regulations became almost as challenging as the planning itself.

Why

It demonstrates the value of the Landscape Architect as team leader on a large scale planning project. Our creativity, vision and flexibility in problem solving, multi faceted skill range, ability to engage and organize stakeholders and other specialists and importantly our unique capability to work at very different scales all came into play in this complex political project.

Time to Change the Process



China's rapid urban growth during the first decade of the new millennium saw unchecked economic development at the expense of environmental and social systems. By the end of the decade the repercussions were being felt and land use optimisation and quality of life issues started to become increasingly important in planning decision making.

乐从北围是当地政府最后，同时也是最大的一块发展规划用地。最初沿用多年的发展经验，该地块被规划为广阔的工业用地。政府委托设计团队严格地评估已核准的规划大纲，并从当地未来长期弹性发展着眼，提出总体规划建议。

The land at Lecong North Area represented the local government's last, large scale land development planning area. Initially zoned for extensive industrial use following on from years of similar growth, the design team were commissioned to critically assess the approved outline zoning plan and make masterplan proposals based on building long term resilience into future development there.

03a-f

改变进程的时刻到了

新世纪的前十年中国城市快速发展。无节制的经济发展以牺牲环境和社会体系为代价。2010年底已经开始有反响，在规划决策中土地最优化利用和生活质量问题开始变得举足轻重。

Manufacturing Heartland of the Pearl River Delta

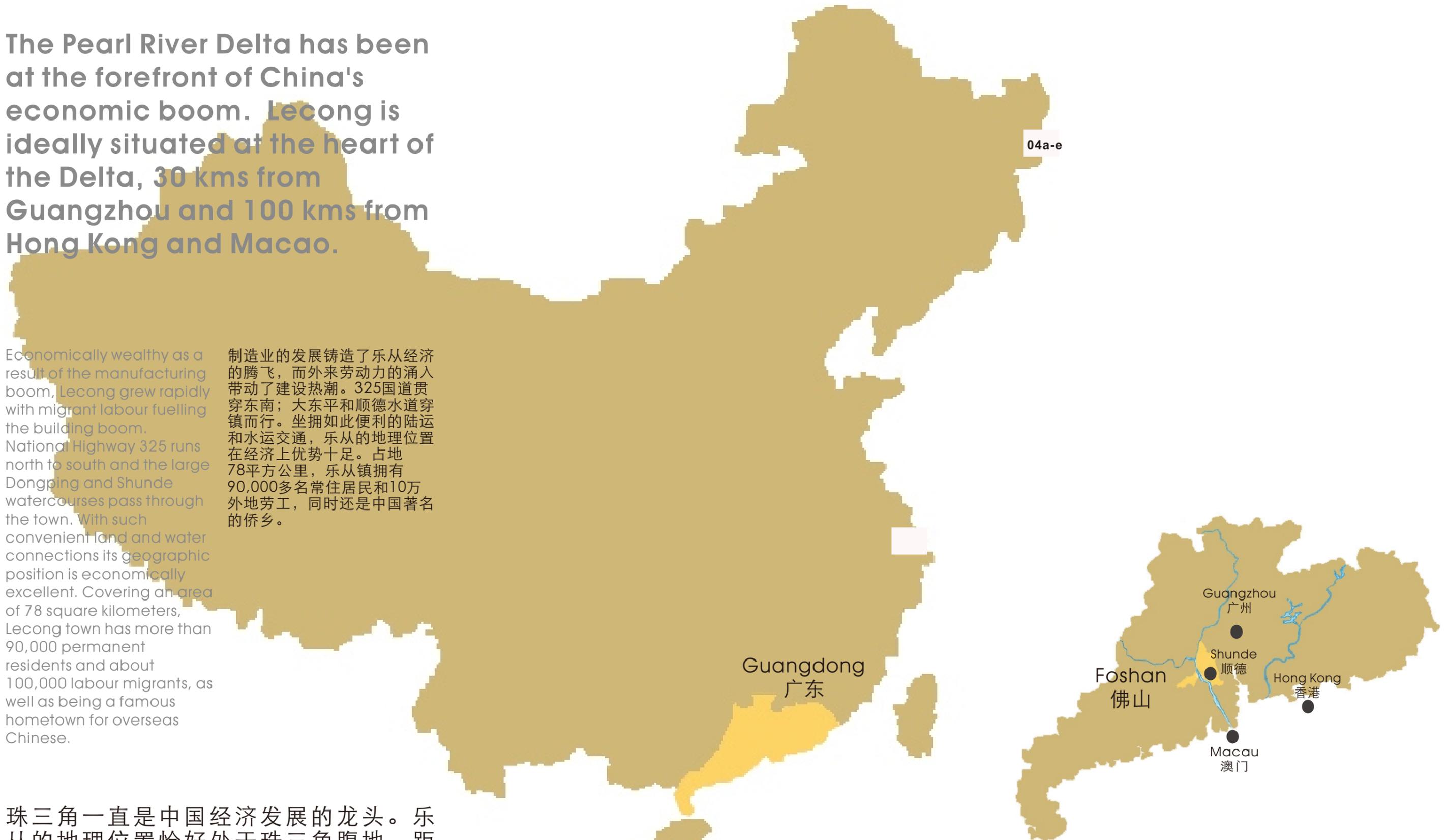
The Pearl River Delta has been at the forefront of China's economic boom. Lecong is ideally situated at the heart of the Delta, 30 kms from Guangzhou and 100 kms from Hong Kong and Macao.

Economically wealthy as a result of the manufacturing boom, Lecong grew rapidly with migrant labour fuelling the building boom. National Highway 325 runs north to south and the large Dongping and Shunde watercourses pass through the town. With such convenient land and water connections its geographic position is economically excellent. Covering an area of 78 square kilometers, Lecong town has more than 90,000 permanent residents and about 100,000 labour migrants, as well as being a famous hometown for overseas Chinese.

制造业的发展铸造了乐从经济的腾飞，而外来劳动力的涌入带动了建设热潮。325国道贯穿东南；大东平和顺德水道穿镇而行。坐拥如此便利的陆运和水运交通，乐从的地理位置在经济上优势十足。占地78平方公里，乐从镇拥有90,000多名常住居民和10万外地劳工，同时还是中国著名的侨乡。

珠三角一直是中国经济发展的龙头。乐从的地理位置恰好处于珠三角腹地，距离广州30公里，距离香港和澳门100公里。

珠三角制造业腹地



Work, No Rest and Definitely No Play



Shunde Waterway
顺德水道

There are 3,450 domestic and international furniture businesses registered in Lecong, covering a total area of 3 million m². This makes it the largest in the world and dominates the international furniture market.

乐从是中国的家具制造业的焦点，被称作“中国家具商贸之都”。事实上乐从同时还有三大专业市场。钢材和塑料市场也具有国际重要性。乐从如此注重制造业和商贸，也难怪除了经济方面的发展，很难再找到它在其他方面的发展。在乐从，公园、绿地、公共设施、娱乐场所和娱乐空间是少有的。传统文化或多或少地流失了。

Whilst Lecong is the focus for China's furniture manufacturing industry and is considered as "China's Furniture Business & Trading Capital," there are actually three large specialized markets, with the steel and plastic markets also of international importance. With such an emphasis on manufacture and trade it is little wonder that aspects other than economic development have barely figured in shaping the town. Little evidence of parks, greenspace, community facilities, entertainments or recreation spaces exists. Traditional cultural facets had more or less disappeared.



03a-f



工作，无休息，不懈怠

国内外有3,450个家具企业在乐从注册，共占地300万平方米。使其成为世界最大并占主导地位的国际家具市场。

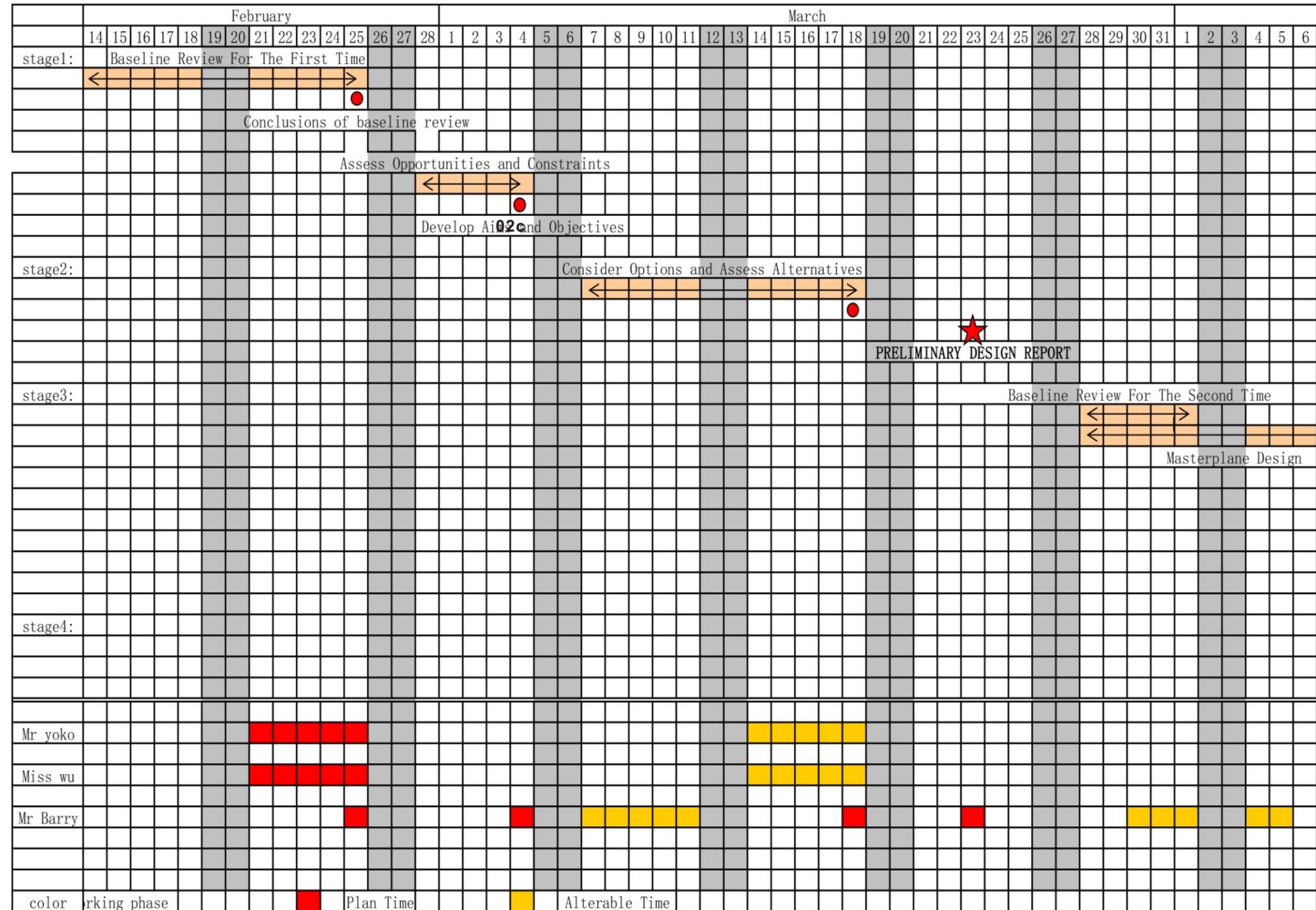
An Iterative Process of Community Engagement

The sustainable design process endorsed by the Client was unlike anything they had undertaken previously. It created a strong mandate for the future development of the project area, reducing the potential for objection and protest.

With the rapid changes in China's development, planning has been an haphazard pursuit, having been frequently generated by inexperienced local authorities and consultants. Development has often created more problems than it has solved, been imbalanced and exclusively focused on infrastructure development. Gathering stakeholders and statistically quantifying their social and environmental aspirations lead the Client towards a decisive re-evaluation of their previous assumptions and allowed for unprecedented flexibility in future decision making.

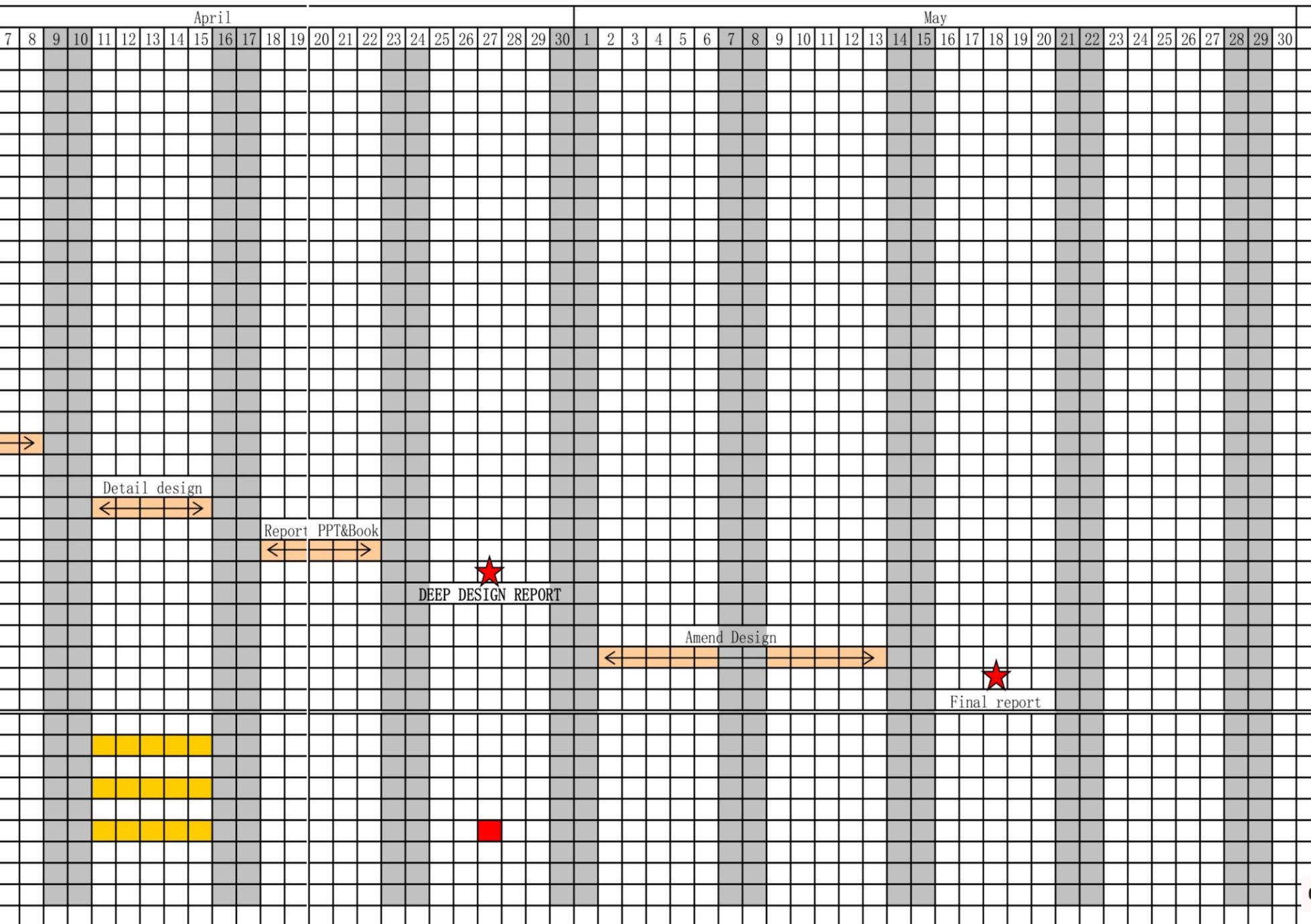
随着中国的高速发展，规划常常由经验不足的当地政府机构和顾问随意地做出。因此发展非但没解决问题，反而制造了新问题，中国的发展由于过于专注于基础建设而严重失衡。集中利益相关者合并统计量化他们对社会和环境的愿景，让客户对他们之前的假设进行决定性的再评估，使得对未来决策充满前所未有的灵活性。

此次客户认可批准的可持续设计过程与他们以往开展的项目都不一样。它为该项目区域的未来发展提供了强有力的支持，减少了潜在的反对和抗议因素。



社区参与的互动过程

A Framework for Decision Making



Avoiding use of the term 'Masterplan' was critical. Hard wired understanding is to fully implement a finalised drawing within a set time frame.

使客户相信做决策时采用一项可以中期调整的灵活策略是有益的并且至关重要。该研究方案首先用于向客户证明基准情况并非一成不变的，而是短期内不断变化的。因此利益相关者的期望持续变化也就不足为奇。一个固定的“总体规划”只能解决当前问题，不足以应对快速发展、变幻莫测的经济时代。提出愿景、原则和策略将会变得更有价值。

Convincing the client that a flexible strategy of decision making, one that could be adapted over the medium term, would be beneficial became paramount. The study programme was devised to confirm first hand to the Client that the baseline situation was in a state of flux, constantly changing over a very short period. Stakeholder expectations were not surprisingly therefore continually changing. A fixed 'masterplan' would only address the needs of the moment and could not respond to the vagaries of the fast changing economic times. Developing a Vision, Principles and Strategy would be more valuable.

决策框架

避免使用术语“总体规划”十分重要。对于“总体规划”惯常的理解就是全面落实规定时限内敲定的图纸。

The Range of Society Represented Equally

The town's stakeholders, including farmers and bankers; health workers and educationalists; villagers and migrants, were together lead through a series of decision making charrettes in order for them to frame their own development Vision and Principles, as well as agreeing the priorities and balance of requirements.

Clearly the majority of citizens were now looking to improve quality of life issues over and above pure economics and utilising the project area for further 'old style' industrial expansion appeared misguided, especially in the internet age. The use of statistical material and quantifiable evaluation became essential in reaching objective rather than subjective decision making and avoiding conflict between vested parties.

显然，大多数公民都开始注重提升生活品质而不是纯粹的经济发展。尤其是在互联网时代，不愿让项目用地误入“旧式”工业扩张的歧途。使用统计材料和量化评估来协助做出客观而非主观决策变得尤为重要，它避免了既得利益各方之间的冲突。

城镇的利益相关者包括农民和银行家、健康的工人和教育工作者、当地村民和外来人口。为了达到他们自己的发展愿景和原则，同时为了在优先事项和平衡要求上达成一致，他们集聚在一起共同主导和制订一系列决策。



11d

社会各界人士平等陈述

Eliminating Subjectivity As a Planning Tool

'Trade-off' analysis is a social research statistical tool requiring respondents to prioritise what they saw as most important between different issues.

MOST 最重要	ATTRIBUTES 议题规划	LEAST 最不重要
	Quality of local water supply 当地水源质量	
Y (是)	Land and property prices 地价和物价	
	Cleaner working conditions 更清洁的工作环境	Y (是)
	Affordable rental housing 廉租房	

“权衡分析法”，专业术语为“最大化差异度量”，通过让利益相关者选出他们认为最重要和最不重要的选项来为29个不同的规划问题排序。

问题：以下当地社会问题中你最关心和最不关心的是哪项？
当地水源质量
地价和物价
更清洁的工作环境
廉租房

每个受访者完成10-15个类似的组合问题，来自社会各界共有720位受访者参与调查。有这么多位受访者参与，调查结果“效果显著”。

A 'trade-off' technique called 'MaxDiff', was used to prioritise 29 identified planning issues by organising what was least and most important to stakeholders.

Question: Among the following group of local social issues, which one concerns you the most and which one least ?
Quality of local water supply
Land & property prices
Cleaner working conditions
Affordable rental housing

Each respondent completed 10-15 of such group surveys and a total of 720 respondents from various stakeholder groups were questioned. With this total sample size the results were “statistically significant”.

08

排除法成为规划工具

“权衡分析法”是一项社会调查统计工具，要求受访者选出众多问题中他们认为最重要的一项。

Stakeholder Charrettes As Decision Makers

Public consultation and bottom-up design were not only possible but enthusiastically endorsed by the Chinese governmental client.

Full day charrettes were organised to both inform the community of the intentions of the project whilst actively engaging them in its progress. Carefully structured to ensure all voices were heard and manageable debate ensued, the charrettes were invaluable in both driving the project direction and in building community support and involvement.

全天的小组会既告知了社区群众该项目意图，同时让他们积极参与项目进展。精心设计的小组会为的是确保聆听各方的声音，随即展开可控的辩论。小组会在推动项目方向和打造社区支持参与方面是无价的。



Results are shown as an index
Higher score more important the issue

There are 2 main themes:-

Environment
(in terms of noise, air, water)
Road/transport
(congestion, public options, inter-city, local access, safety)

Personal safety / creating business important issues as well

There are some subgroup differences, though not great variation by demographics

公众咨询和自下而上的设计在中国不仅是可能实现的，而且还得到政府大力支持。

利益相关者做出决策

Shaping a Vision

<p>Urban Civilization</p> <p>Create a civilized city system which includes a trusting and harmonious mixed society with social stability.</p>	<p>Health & Well-being</p> <p>Establish an appropriate style that retains some of the local character, rural lifestyle and historic buildings, whilst exhibiting the style of a new industrial town.</p>	<p>City Character</p> <p>Build up a health and welfare system that initially provides basic support for all, allowing people to have some security and resulting in the happiness of the population.</p>
<p>Industry</p> <p>Create a good living and working environment, suitable for attracting the best talent, whilst encouraging the upgrading of industry.</p>	<p>Environment</p> <p>Create a pleasurable environment where both humans and nature can flourish...</p>	<p>Transport</p> <p>Facilitate an efficient transport system with a variety of travel modes.</p>
<p>Entertainment & Leisure</p> <p>Ensure the inclusion of a wide variety of leisure, recreational and entertainment facilities that best exhibit the local character and culture.</p>	<p>Education</p> <p>Generate a high quality education and re-training system.</p>	<p>Social Facilities</p> <p>Introduce the perfect range of social facilities suitable to support a convenient lifestyle</p>
	<p>Tradition & Culture</p> <p>Maintain the natural and cultural heritage of the town.</p>	

To build lasting prosperity in a sustainable and beautiful environment which has convenient transport connections, promotes a healthy and harmonious society, values local history and culture and attracts the highest quality business and industrial talent to this small waterfront city.

小组会期间，各方的利益相关者群体采用统计基准调查信息使他们对各种各样的城镇愿景和愿望达成一致。BWPI得到结果并制定一个总体愿景和一套原则，它们涵盖了城市文明、城市特点、健康/幸福感、环境、交通、休闲/娱乐、设施、工业、教育/文化和传统风俗。

Mixed stakeholder groups used the statistical baseline survey information to reach consensus on their various visions and aspirations for the town during the charrettes. BWPI were able to take their results and formulate them into an overarching Vision and set of Principles covering Urban Civilization; City Character, Health / Well Being; Environment; Traffic; Leisure / Entertainment; Facilities; Industry; Education / Culture and Tradition.

愿景成型

打造一个商业持久繁荣，环境永续优美，交通出行便捷，社会健康和谐，历史特色鲜明，人才产业汇聚的新型滨水小城市。

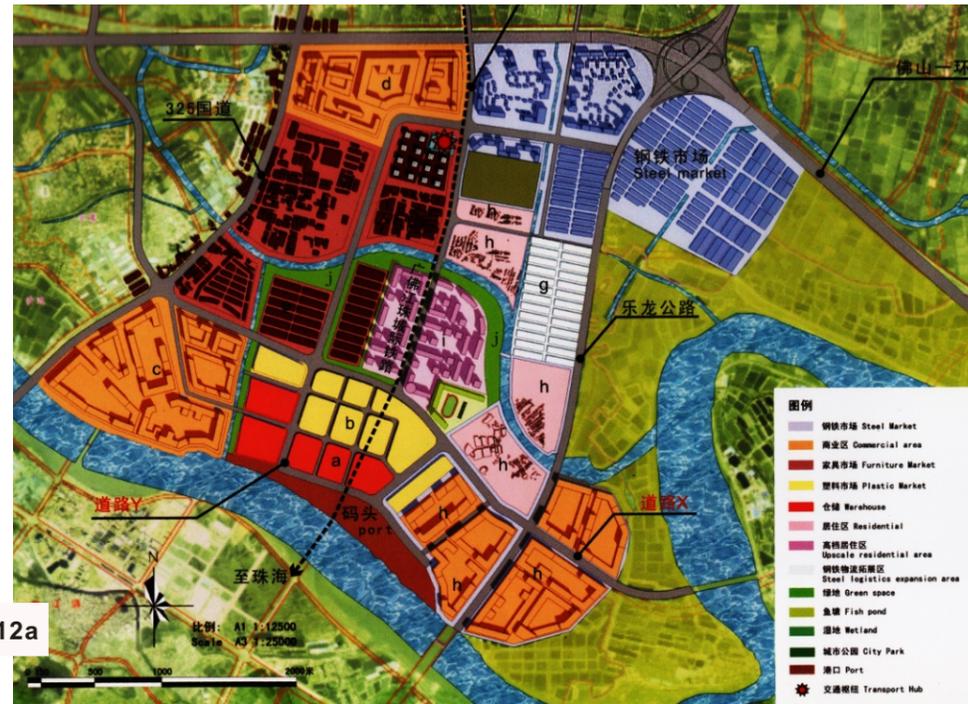
What do they Want?

3 alternative proposals were developed which all addressed the agreed Vision and Principles but with differing Economic, Social or Environmental balance.

Land use opportunities were optimised with regard to the differing objectives of each alternative. This typically resulted in a change in intensity of development, more land allocation and connectivity to the promoted use and/or switching of facilities and budgets. Stakeholders reviewed the alternatives in detail to understand the implications of each.

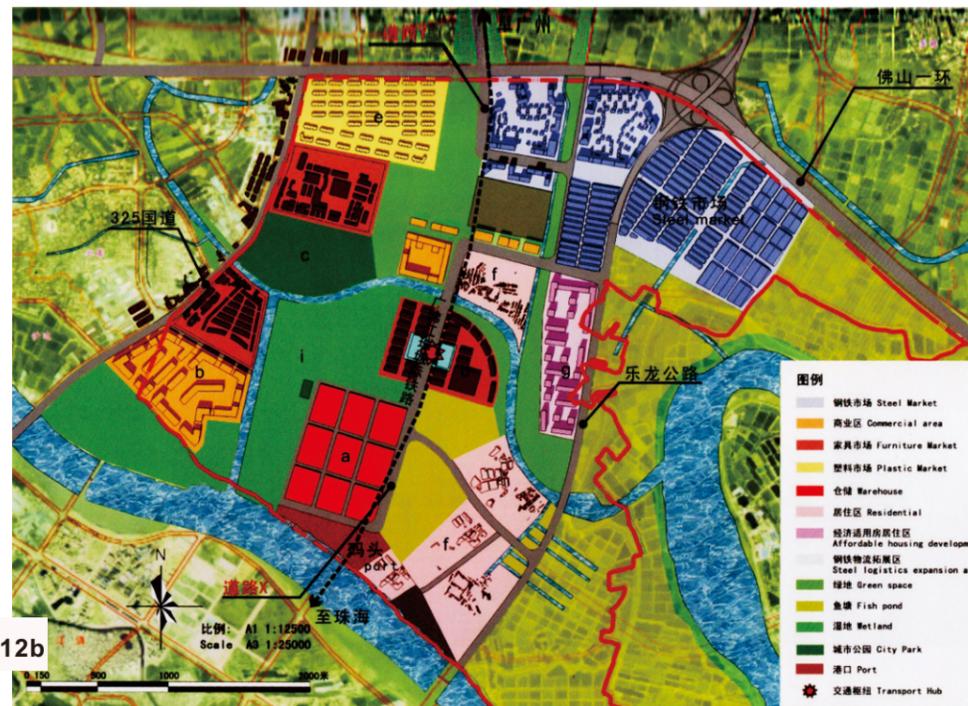
不同目标的土地利用机会已被优化，这通常会导致开发强度的变化，以及更多的可利用土地应用于需要的土地使用类型和/或设施及预算的转换。利益相关者仔细回顾选择性方案并了解其中每项的内涵。

3个可替代性提议已提出，与已达成的愿景和原则相符，但是在经济、社会和环境平衡方面又有差异。



12a

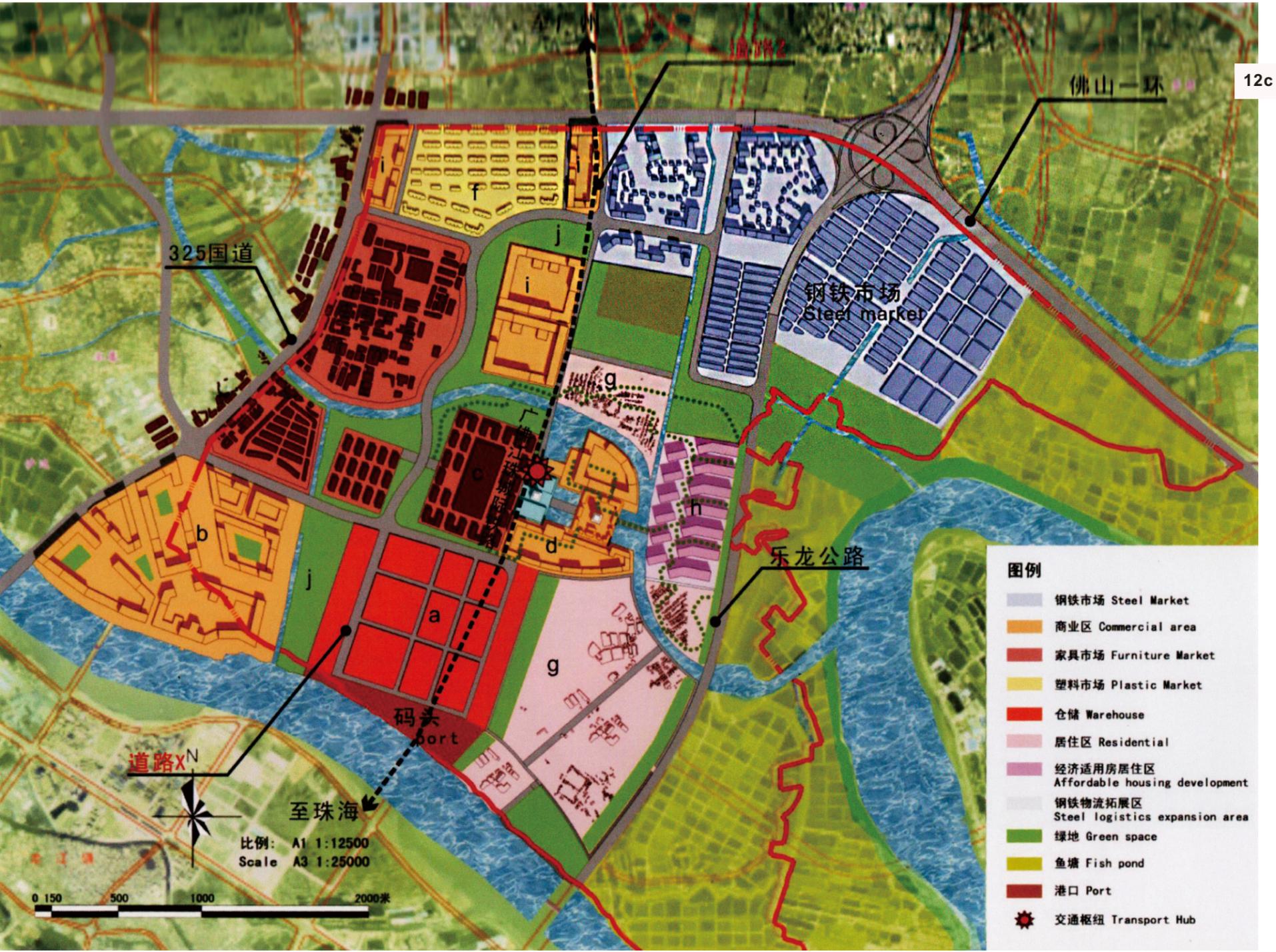
Strategy A-Economic Based Model
方案A-经济型发展模式



12b

Strategy B-Socially Based Model
方案B-社会型发展模式

利益相关者想要什么？



Strategy C-Environmental Based Model 方案C-环境型发展模式

Transportation

1. No east-west freight connection is created. The new port and warehouse facilities in the south are connected by the newly developed access road (Road X) through Dacha South Village linking to Belong Gong Lu, whilst the proposed furniture showroom and transport hub connects through Dacha North Village.
2. Lecong CBD north of Beiwei is connected by the freight routes (Road Y) through the newly created steel district.
3. The new rail and bus transport hub is located at the centre of the area, integrated with the furniture showroom city.
4. An extensive network of cycle and pedestrian routes pass through the 'City Park?' and Wetland Park?', linking to existing urban areas.
5. There is no connection to Liuwei.

Industrial and Commercial development

1. A new warehousing district (a) is created next to the new port facilities in the south. The existing warehouse district east of 325 Road is rezoned to mixed-use commercial (b) in anticipation of rising rental and commercial opportunities.
2. The existing furniture district (c) east of 325 Road is rezoned to city park and forms the focus of not just the new development but for the surrounding district and provides a green setting for the newly created furniture showroom and transport hub.
3. The furniture showroom hub (d) is the primary new development in the area and provides a one stop shop for logistics visitors, including showrooms, agencies, food outlets and business facilities in a high quality mall type setting. High rise development over the mall allows for the office support facilities.
4. The new plastics city (e) is to the north west of the area and is accessed from the 325 Road.

Housing

Village expansion areas (f) are provided within the area and retain some of their existing agricultural areas, allowing micro-farming on the local level and providing a green buffer for village development.

Affordable housing development (g) is integrated to the east of the area and acts to link the existing north and south areas of Dachan Villages with their focus looking towards to central canal.

Community Facilities

1. The city park (c) is developed at the centre of the area and provides open space and recreation facilities for the urban population whilst linking work and living places by foot and cycle paths.
2. An environmental education centre is located within the 'Wetland Park' (l), and is able to promote the development regionally as an example of sustainable urban development.

Environmental Factors

1. A strong network of unbroken green spaces is established, creating the optimum environmental connections to support local habitats and promote healthy lifestyle. The traditional water circulation system is protected and enhanced and a natural flood control area introduced, re-connecting the community with the river.
2. The futuristic development pattern integrates several environmental features, utilises green building techniques, aims to be self sufficient in consuming and recycling waste water and minimising waste production.

Robustness in the Selection Process

Formulating an assessment methodology and qualitative marking criteria for stakeholders was essential in reaching fair and balanced conclusions.

More use of stakeholder charrettes facilitated evaluation of the proposed alternatives. A marking scheme was established to assess how well each proposal reflected the values of the stakeholders against the 29 identified aspirations of the statistical baseline. The baseline criteria were weighted according to the level of importance attributed from the baseline social survey which identified "A Clean Environment With Less Noise and Air Pollution" as the most heavily weighted and overriding desire of the community"

召开利益相关者小组会的其他作用还表现在促进了对提出方案的评估。建立了一个评分制度，使利益相关者逐条评估统计基准中的29项不同愿望反映的价值。基准的标准是根据重要程度从中确定了创建“一个鲜有噪音和空气污染的清洁环境”是最为重要的和压倒一切其他社会愿望的选项。



11c



11e

为求达到公平和平衡，为利益相关者制定一种评估方法和定性评分标准尤为重要。

选择过程的稳健性

Collaboration of Alternative and Complementary Skills



The consultant team acted as facilitators, allowing the stakeholders to shape their own environment.

百瑞隽思设计有限公司提交了研究方法并对项目团队、方案和交付物进行指导。当地的设计公司雅克兰德主要负责对项目进行实地研究和沟通工作。CIMIGO公司承担数据分析和收集工作，并反馈至项目团队和利益相关者。

BWPI developed the study methodology and directed the project team, programme and deliverables, allowing the local design institute APECLAND, to undertake field studies and communication at the project rock face. CIMIGO were able to undertake statistical analysis of collected data and present this to the project team and Stakeholders.

11b

顾问团队作为辅助人员，让利益相关者来构造自己的环境。

可替代性技能和互补性技能协同合作

Suprising Result

Stakeholder's priorities had clearly changed from that of needing to raise their economic standard to that of wanting to raise their quality of life.

Not only were there clear results obtained from the surveys and assessments, it was surprising how similar aspirations appeared to be across all sectors of the community. The findings were generally recognised to reflect the "feeling" of all stakeholders and gave a clear and objective mandate for the project direction, which strongly advocated adoption of the social and environmentally focused schemes.

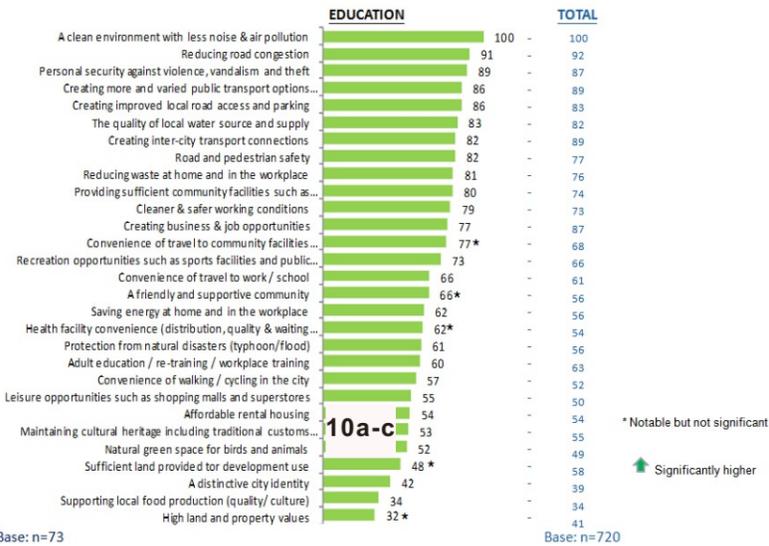
不仅调查和评估结果十分明显，而且出人意料的是乐从各方上下竟有着相同的愿望！这些发现普遍反映了所有利益相关者的“心声”，同时为项目方向提出了一个明确的、客观的要求；强烈主张采用以社会和环境保护为要点的方案。

利益相关者的优先选项明显发生了变化。由原先的经济增长标准变为了提高生活质量标准。

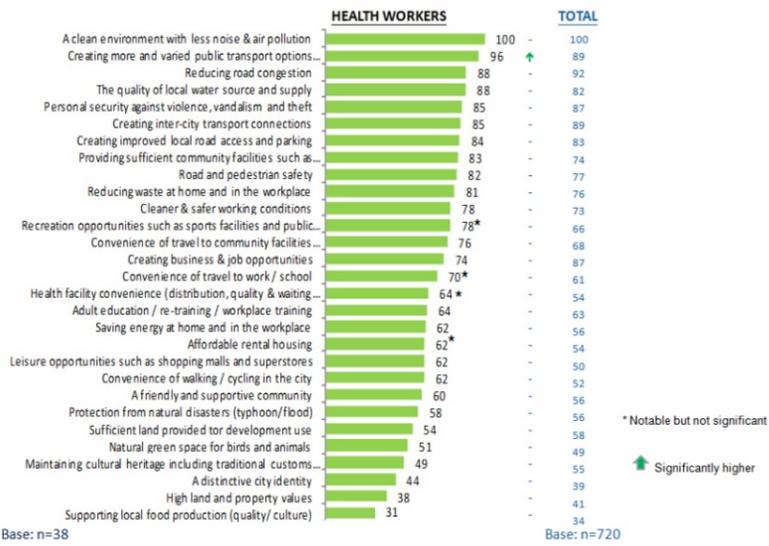
	比重 weighting	方案A SCHEME A		方案B SCHEME B		方案C SCHEME C			
		得分 SCORE	consultant assessment	得分 SCORE	consultant assessment	得分 SCORE	consultant assessment		
16	clean environment with less noise & air pollution	100.0	240	A	1	360	3	500	5
3	减轻道路的拥堵 Reducing road congestion	91.9	368		2	331	4	331	3
6	创造多种便捷的公共交通方式，如自行车/摩托车/的士/大巴/轻轨) Creating more and varied public transport options (bike/motorbike/taxi/bus/LRT)	89.2	321		4	393	4	375	4
2	创造便利的城际交通联系 Creating inter-city transport connections	89.2	410		5	339	4	268	3
28	社会治安和人为破坏的防范 Personal security against violence, vandalism and theft	87.0	226		1	331	5	331	4
9	创造良好的商务和就业的机会 Creating business & job opportunities	86.5	433		4	398	4	208	4
1	创造便捷的区域道路通达性和停车条件 improved local road access and parking	83.4	400	Creating	4	300	3	250	2
19	当地水源及供水的品质 The quality of local water source and supply	82.4	247		1	313	4	379	5
7	安全的道路及人行路环境 Road and pedestrian safety	76.9	215		1	292	3	369	5
18	更环保的居住和工作场所 Reducing waste at home and in the workplace	75.6	227		1	272	3	333	5
21	提供足够的社区公共设施，例如剧院、图书馆和博物馆 Providing sufficient community facilities such as theatres, libraries, and museums	73.7	206		1	324	5	251	3
26	更为洁净安全的工作环境 Cleaner & safer working conditions	73.3	220		2	308	4	352	5
5	触手可及的社区配套设施（商店/运动场/公园） Convenience of travel to community facilities (shops/sports/parks)	68.1	218		3	299	5	218	2
22	休闲娱乐的机会，例如运动设施、公共公园、 opportunities such as sports facilities and public parks	66.1	159	Recreation	1	238	4	330	5
25	成人教育、再培训、工作现场培训 Adult education / re-training / workplace training	62.8	226		5	238	4	176	3
4	方便到达工作地点和学校 Convenience of travel to work / school	61.3	233		3	270	5	196	3
10	有足够的土地用于发展 Sufficient land provided for development use	58.0	162		5	209	3	267	1
29	自然灾害防治（台风/洪涝） Protection from natural disasters (typhoon/flood)	56.5	181		1	226	3	271	5
17	节能的居住和工作场所 Saving energy at home and in the workplace	55.9	179		1	224	3	212	5
27	友好及互助的社区 A friendly and supportive community	55.7	167		1	234	5	201	5
12	保持文化特征，包括本地的风俗和生活方式。 Maintaining cultural heritage including traditional customs and lifestyle	55.1	154		1	231	5	220	5
24	保健设施的便利性（地理位置、服务品质及等候时间） facility convenience (distribution, quality & waiting times)	54.2	184	Health	3	271	5	163	4
13	更经济的可租赁的房屋 Affordable rental housing	53.8	140		2	258	5	205	5
8	方便的步行和自行车环境 Convenience of walking / cycling in the city	51.7	176		3	227	5	227	4
23	休闲娱乐的机会，例如购物中心和超市 Leisure opportunities such as shopping malls and superstores	49.8	209		3	239	5	159	3
20	鸟类和动物栖息的自然绿地 Natural green space for birds and animals	49.0	118		1	177	3	245	5
14	更高的土地和物业回报 High land and property values	40.9	205		2	164	3	98	5
11	与众不同的城市风貌 A distinctive city identity	38.7	132		1	163	5	147	3
15	支持本地食品（品质/饮食文化） Supporting local food production (quality/ culture)	33.8	108		1	128	3	142	5
		6463	64	7757	117	7422	116		

结果出人意料

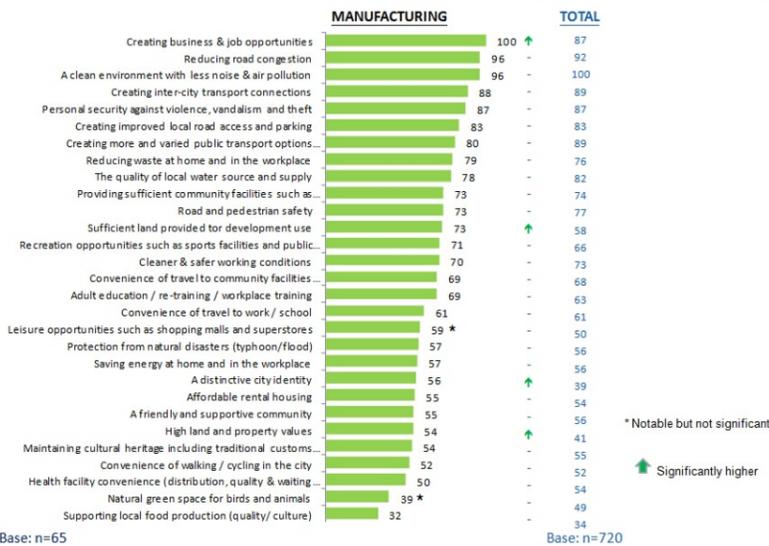
Relative Importance of Issues in Future Growth of Lecong Town – Education



Relative Importance of Issues in Future Growth of Lecong Town – Health workers



Relative Importance of Issues in Future Growth of Lecong Town – Manufacturing



Building in Flexibility

Recommended strategies were divided into 3 clear phases of project programs, reflecting immediate projects that would structure the longer term priorities but allow flexibility in their

Many sustainable strategies were outlined that required ongoing co-ordination and centralised planning or education and training. However those that could be easily and cost effectively introduced were developed into 7 programs and proposed in the first development phase.

Secondary phase projects required land rezoning, urban renewal and public and private financial (PPF) models whereas the tertiary stage proposals focused on implementing modern transport systems, creation of quality lifestyle environments and heightening the cultural value of the town.

许多可持续发展战略都被概括为需要持续协调、集中规划或教育培训。然而这些可持续发展战略可以简单有效地被介绍为发展成7个程序，并在第一发展阶段提出。

在项目第二发展阶段需要进行土地重新分区、旧城改造以及公私合营模式；第三发展阶段专注于实现现代化的运输系统、创造优质的生活环境并提高该镇文化价值。

推荐的策略被分为3个明确的阶段，反映当前项目将构建长期优先项，但在执行过程中允许灵活的调整。

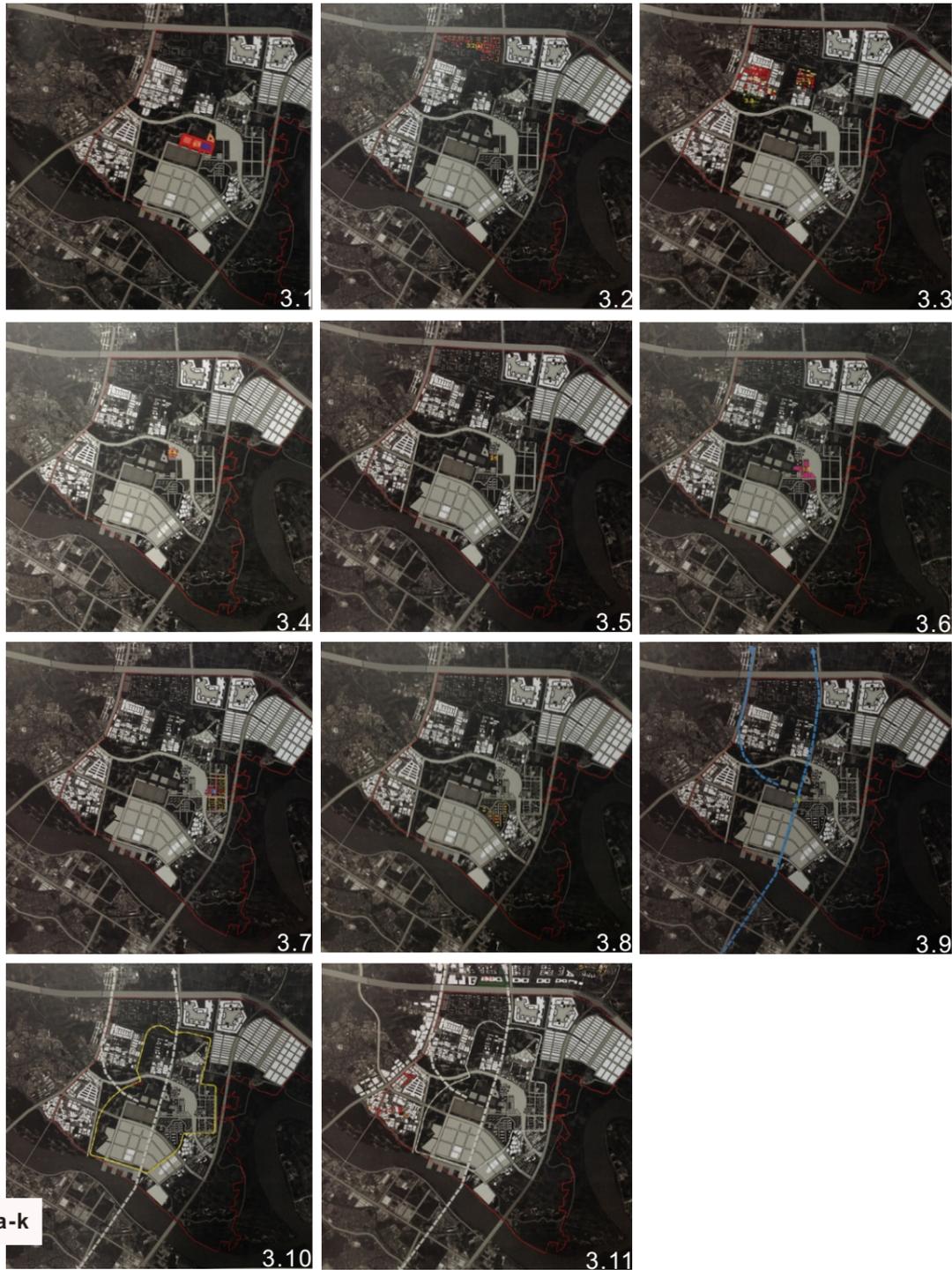


Phase 1
阶段1



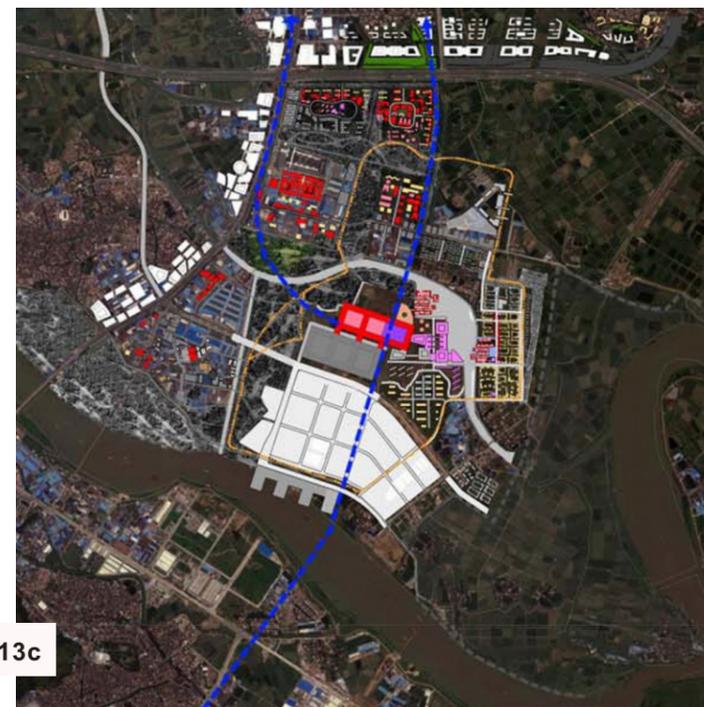
Phase 2
阶段2

灵活建造



14a-k

Phase	Type	Land Strategy	Land Program
3.1	Development Transport	<p>Utilise rail terminus as the focal point for Beiwei development.</p> <p>Integrate with surrounding functions and development to create a 'walkable city' based on sustainable development concepts.</p> <p>Promote public transport and environmentally sustainable transport solutions by locating residential and commercial property above the transport interchange and prohibiting private vehicle ownership.</p> <p>Provide for rail and mass transport systems. Ensure that the local road network is part of the overall Beiwei development strategy, which puts primary emphasis on 21st Century transport solutions. Prohibit the generation of motor vehicle through-traffic, by restricting road grid connectivity around the PTI.</p> <p>Promote quality of place as a 'destination'</p>	<p>Development of transport interchange with-</p> <ul style="list-style-type: none"> Retail mall Residential towers Long distance Bus depot Local bus depot LRT / BRT interchange Foshan Metro terminus Regional train interchange Beiwei circular Electric bus connection <p>*(No through-traffic for private motor vehicles)</p> <p>change the connection mode Clique Road, the road terminated at the transport hub (Interchange), cut off the road enhancement and design in accordance with design guidelines to include for an elevated rail system, local mass transit system, extensive greening and wide commercial boulevards.</p>
3.2	Development Mixed Use	<p>Maximise opportunities for land development until the completion of the local PTI and transport links.</p>	Development of Land package 3.2 (a) mixed (Commercial / Residential) with associated schools and local facilities.
3.3	Development Mixed Use	<p>Maximise opportunities for land development until the completion of the local PTI and transport links.</p>	Development of land package mixed (Commercial / Residential) with associated schools and local facilities.
3.4	Development Culture and Tourism	<p>Promote local culture and lifestyle quality as a destination venue.</p>	Fisherman's Wharf. Development of an on-the-water restaurant village which highlights Shunde food culture and becomes a major evening-time destination.
3.5	Development Culture and Tourism	<p>Promote local culture and lifestyle quality as a destination venue.</p>	'Lecong Museum and Cultural Centre'. Located next to Fisherman's Wharf the Centre showcases the development of Lecong and the traditions of the region. The centre becomes a focus for the local arts and artists.
3.6	Development Institutional	<p>Provide expansion in line with growth</p>	Lecong Technical College PHASE 2
3.7	Development Mixed Use	<p>Provide high quality land development opportunities in line with surrounding supporting facilities.</p>	New Waterfront Village development FINAL PHASES. High quality real estate on the water front. Traditional decorative bridge linking pedestrians to the new village area. Potential to include boutique retail shops bars and restaurants.
3.8	Development Residential	<p>Continue to ensure affordable local housing is available for workers despite local rises in surrounding land values.</p>	Further development of affordable residential housing.
3.9	Development Transport	<p>Balance growth with public transport provision</p>	Lecong LRT / BRT or similar localised mass transit system internally linking Lecong workers with their homes across districts
3.10	Development Transport	<p>Balance growth with public transport provision</p>	Lecong Beiwei electric bus sustainable form of local neighbourhood connector
3.11	Development Mixed Use	<p>Provide high quality land development opportunities in line with surrounding supporting facilities.</p>	Development of outstanding land in package 1.2(a) including schools and local facilities



13c

Phase 3
阶段3

Satisfaction

Using survey data as a means to quantify subjective information is a strong decision making tool and one that can soften entrenched positions, help to build consensus and provide robustness to planning and design.

With only the lightest project brief, so many differing stakeholder needs, views and aspirations to satisfy and no existing platforms by which to harness them, developing a methodology for the project was extremely challenging. The wider community was fully involved in sharing their vision, shaping the development direction and satisfying their responsibility as community members. The project was able to enlighten the community, the Client and the design team in new possibilities for the towns future and reach consensus on some of the most important aspects to be addressed.

此项目的介绍非常简单，同时又需要满足这么多利益相关者的需求、观点和愿望，并且没有任何现成平台可以套用——因此，为此项目制定方案极具挑战性。广大社区成员全面参与，分享他们的观点、形成发展方向并履行他们作为社区成员的责任。该项目为社区、客户和设计团队在未来城镇发展的新可能性上提供了新的启发，并使各方在一些最重要的方面达成了一致意见。



用调查数据来量化主观信息是一个强大的决策工具，它能动摇根深蒂固的观念，有助于达成共识并提供稳健的规划和设计。

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