THE MANAGEMENT OF CHANGE

STRATEGIC REGENERATION DESIGN FOR HISTORIC URBAN QUARTERS IN GUANGZHOU

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DESIGN OF URBAN FABRIC STUDIO
Mediation
Cooperation
Urban Design
Transitional space
Regeneration process
CULTURAL IMAGE

HERITAGE BUILDING OF ARCADE IN GUANGZHOU

TRADITIONAL SNACKS POPULAR IN VISITORS

Fig. 9-13 tourist map and collective memories in illustrations
https://kknews.cc/zh-sg/culture/gem60q.html
SENSE OF PLACES

Place making factors for this project, based on Montgomery (1998)

**FORM**
- transitional space;
- supportive facade;
- street scales;
- plots typology;
- building setting;
- adaptability

**ACTIVITY**
- private life extension;
- diverse public life;
- pedestrian flows;
- street life;
- people-watching;
- vitality

**IMAGE**
- legibility;
- imageability;
- symbolism memory;
- local identity;
- readable hierarchy

Fig 56, 57 Concept of place making by author
ACTIVITIES

VEGETATION-VIBE
ranging from potted plants to centrality trees, these vegetation work as decoration and separation.

CHORE-VIBE
chores are mostly extended from insufficient interior space. however, they are sometimes integral part of social life of inhabitants.

COMMERCIAL-VIBE
commercial adaptations in transitional space is a common in HUQs, in order to make a living and make suffering in HUQs a bit easier.

Fig. 96-100 transitional space size and vibes by author
PRIVATE INTENTIONS

VEGETATION-VIBE
ACCESSIBILITY TO SKYLIGHT

CHORE-VIBE
PRIVATE LIFE EXTENSIONS

COMMERCIAL-VIBE
COMMERCIAL ADAPTATION

Fig. 101 transitional space vibes and activities by author

Fig. 102 the mixing in "one-meter space" (一米空间) by author
Fig. 103 activities in types and relation with social life by author.
POTENTIAL HIERARCHY

SOCIAL NEEDS OF INDIVIDUAL

PHYSICAL
shelter, air, water, food, sleep

SAFETY
shelter, employment, health, security

BELONGING
relations, belongingness, identity

CONTRIBUTING
self-fulfillment, creativity

SOCIAL NETWORK OF INDIVIDUAL

INDIVIDUAL in their LIVED SPACE

social connections

community; district; city; humanity

function & activities

INDIVIDUAL LIVED SCALE

THE COLLECTIVE TO MEET

INDIVIDUAL belongs to COMMUNITY

social connections

district; city; humanity

function & activities

NEIGHBORHOOD SCALE

THE COLLECTIVE IN SCALES

INDIVIDUAL belongs to DISTRICT (specially historic)

social connections

city; humanity

function & activities

DISTRICT SCALE

THE POTENTIAL TRANSITIONAL SPACE SYSTEM

INDIVIDUAL belongs to CITY (Guangzhou)

social connections

humanity

function & activities

CITY SCALE

Fig. 104 social life to certain scales of collective parties by author
IN THE PUBLIC SPACE
SYSTEM

INDIVIDUAL LIVED SCALE

NEIGHBORHOOD SCALE

DISTRICT SCALE

CITY SCALE

individual–collective conflicts

STREET-BASED TRANSITIONAL SPACE

traditional roots:
ancient planning followed a hierarchy of social status;
besides, there were no individual designers,
craftsmen guided by the hierarchy, which concentrated on zoning and streets

Kisho Kurokawa

NEW EXPERIMENTS OF SQUARES

so-called ancient public squares are political and religious oriented;
when designers brings the notion of squares, they also brings fragmented projects;
since squares are new to the original urban system

conflicts between anonymous
PERCEPTION MATTERS

SEGREGATED ISLAND BY POOR ENVIRONMENT CONDITIONS AS WELL AS SOCIAL

COMMERCIAL-VIBE

COMMUNITY-VIBE

RESIDENTIAL-VIBE

Fig. 108, 109 perceptions of transitional space system by author

INTENDED MIXING

UNINTENDED MIXING

PERCEPTION OF INDIVIDUAL

PERCEPTION OF COLLECTIVE
VALUES OF SENSE OF HUQs

PHYSICAL VALUES

CULTURAL VALUES

PERCEPTION VALUES

Fig 58-60 values of sense
https://koowon.cc/zh-ag/culture/gwen60a.html
TRANSTITONAL SPACE AND CONCLUSION

- SENSE OF PLACE
  - Local lifestyle
  - physical (property) VALUE
  - cultural VALUE
  - perception VALUE

- TRANSITIONAL SPACE
  - local activities
  - public space system

- REGENERATION APPROACH
  - framework and strategies

- URBAN DESIGN ROLES

- PLACE MAKING

- PROCESS DESIGN

Fig. 90 theoretical framework by author
Fig. 91-95 components of transitional space by author
1.6 PROBLEM STATEMENT

The sense of HUQs is mostly because of its sense of places. Inhabitants and their local scale initiatives create that and turned spaces into places. However, these initiatives are misunderstood by collectives and not well-organized in the current professional framework. These initiatives are social conflicts with certain spatial reflection, in transitional space. This transitional space has not enough attention from both users and designers in the regeneration process. Besides, it is also not well perceived in use.

The open policy launched recently makes Guangzhou the best experimental field since this policy encouraging the individuals and private owners to regenerate their own properties in HUQs. This open policy reveals the challenges like social conflicts and transitional space need to be tackled in the regeneration process. Meanwhile, it also provides the opportunity to show more respect to local life and individual cooperation.

Based on the fact individuals and private owners become the key figure in new regeneration context, the regeneration framework and approaches need to be re-think.

In the current regeneration process, fragmented results are made because of the project-based framework and limitations from clients to designers.

In order to mediate the socio-spatial conflicts and manage the challenge and opportunity in new regeneration context, designers’ roles need to be reconsidered.

CONCLUSION

In the new regeneration context of Guangzhou, designers’ roles need to be studied, in order to mediate socio-spatial conflicts in an organized framework.
INSTITUTIONS

NATIONAL GOVERNMENT

MUNICIPAL GOVERNMENT

THE PEOPLE'S GOVERNMENT OF LIWAN DISTRICT

URBAN PLANNING, LAND AND RESOURCES COMMISSION OF GUANGZHOU MUNICIPALITY

THE PEOPLE'S GOVERNMENT OF LIWAN DISTRICT

URBAN PLANNING, LAND AND RESOURCES COMMISSION OF GUANGZHOU MUNICIPALITY

ECONOMIC DEMANDS

INITIATES PROJECT

SELECTS

COOPERATION

COORDINATION

DIRECTS

REGULATES

URBAN PLANNING, LAND AND RESOURCES COMMISSION OF GUANGZHOU MUNICIPALITY

NATIONAL GOVERNMENT

MUNICIPAL GOVERNMENT

REGENERATION PROCESS: STAGE ONE

Proposal consultation → Consolidation → Residents arrangement & Public facility design → Design → Regulation → Construction

STAGE TWO

Government & Developer

Developer, Design office

Regeneration office or Special fund

Government

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DESIGN ON TRANSITIONAL SPACE

- INDIVIDUAL DESIGNER
- ARCHITECT
- CULTURAL LIMITATION
- GOVERNMENT
- URBAN PLANNER
- POLITICAL LIMITATION

Images show examples of architectural and urban design in various contexts, highlighting the interaction between individual designers, architects, and the cultural and political environments.
ALTERNATIVE REGENERATION FRAMEWORK

INDIVIDUAL INITIATIVES IN HUQs

MARKET & STORES
FOOD STAND
LOCAL IDENTITY
AGGLOMERATION
CHEAP RENT AND
REUSE
CULTURAL INDUSTRY
& TOURISM
GOVERNMENT AND
DEVELOPER
GENTRIFICATION
FUTURE?

PRIVATE
PUBLIC
PRIVATE
PUBLIC
PRIVATE
PUBLIC
PRIVATE
PUBLIC

1970s 1980s 1990s 2000s 2010s

Land based economic development

PRIVATE
PUBLIC
PRIVATE
PUBLIC
PRIVATE
PUBLIC
PRIVATE
PUBLIC

GOVERNMENT
DEVELOPER
POTENTIAL IMMIGRANTS
OWNER (HOUSE)
RESIDENTS (LOCAL)
FUTURE GENERATION
Guangzhou started seeking for better regeneration solution for historic urban quarters from 2009. After targeted and experimented at different areas and functional buildings (such as industrial), the government realized that “micro-scale transformation” is the future direction.

In February 2017, government came up with an open policy and special investment for “micro-scale transformation” in HUQs. This policy includes mainly encouragement that engaging private owners to regenerate their property while respecting local scale inhabitants and their daily life.

This open policy shows a direction where the conflicts and challenges mentioned above could be developed. As an opportunity, Guangzhou could become an experimental field for organizing local initiatives in the professional framework and proposing alternative regeneration approaches. These experiments could be based on mediating conflicts between individual and promoting sense of places in HUQs. Hopefully, all these would contribute to a regenerated community, as well as its cultural image.

With the focused on mediating conflicts over transitional space, Chinese professionals are facing a new working context with both challenge and opportunity. If this context and trend could be well managed, HUQs in China would have a quality promotion in new level.
COMMUNITY BASED VISION

1. PROMOTE SPATIAL FORM
   - Qualities: living, street space, street views, street facilities, etc.
   - Change of Fabric: lower BCR, more open space etc.

2. PRESERVE LOCAL ACTIVITIES
   - Space for social life, space to organize social life, perceivable sense of place etc.
   - Introduce ways of using transitional space, in order to stimulate better behaviors.

3. BUILD COMMUNITY IMAGE
   - Readable hierarchy of transitional spaces, in order to support collective memory of places and activities.
   - Complete community life and cooperation.
RESEARCH QUESTION

What socio-spatial interventions can urban design provide to guide the inhabitants' cooperation (participation) in regeneration process, in order to keep vibrant sense of places in historic urban quarters of Guangzhou?

SUB-QUESTIONS

Urban design
What are the potentials urban design could provide for mediating social conflicts in the changing regeneration context, as a non-free-standing field in current China?

Regeneration
How can regeneration process to be guided into a organised deriction in terms of managing changes in historic urban quarters?

Cooperation
How can bottom-up initiatives be integrated with government objectives, in order to keep the vibrant sense of historic urban quarters?

Vibrant places
What are the social conflicts and its spatial potentials of vibrant places by different actors?
METHODOLOGY

CONTEXT & DESIGN

- PROBLEM STATEMENT
- CONCEPT & HYPOTHESIS
- THE TRANSITIONAL SPACE LAYERS
  - CONTEXT ANALYSIS
  - TYPOLOGY SELECTION
  - TYPOLOGY ANALYSIS
  - VISION

PROCESS & ROLES

- RESEARCH QUESTION
- DESIGNER ROLE
- THE MANAGEMENT OF CHANGE
  - PREPARING OF CHANGE
  - MANAGING OF CHANGE
  - MAINTAINING OF CHANGE
  - SPATIAL STRATEGY
  - GOVERNANCE STRATEGY
  - PROCESS STRATEGY
  - "UP 2.0" PLAM & METHODOLOGY

CONCLUSIONS
CONCEPTS

MANAGEMENT CONCEPT

**S1. PREPARING CHANGE**

1. CREATE Sense of Urgency
2. BUILD Guiding Coalition
3. FORM Strategic Vision

**S2. ENABLING THE PROCESS**

4. ENGAGE Potential Actors
5. EMPOWER Starting Actions
6. GENERATE Short-term Wins

**S3. MAINTAINING DYNAMIC**

7. BUILD on the Change
8. SUSTAIN Change

INTRODUCTION OF THE CONCEPT MANAGEMENT OF CHANGE, IN THE FIELD OF REGENERATION IN HUQS OF GUANGZHOU BY AUTHOR

Fig. 116: Business management steps, based on Kotter (1995)

Fig. 117: Introduction to regeneration field by author

The Big Opportunity

Business Management 8 Steps, based on Kotter (1995)

PREPARING CHANGES

ENABLING THE PROCESS

MAINTAINING DYNAMIC

INTRODUCTION OF THE CONCEPT MANAGEMENT OF CHANGE, IN THE FIELD OF REGENERATION IN HUQS OF GUANGZHOU BY AUTHOR

Fig. 116: Business management steps

Fig. 117: Introduction to regeneration field

Introduction of the concept Management of Change, in the field of Regeneration in HUQs of Guangzhou by author

Fig. 116: Business management steps adapted by author

Fig. 117: Introduction to regeneration field by author
4.2.2 GOVERNANCE STRATEGY

Community Designers' committee

Last level of government (8-10 communities)

Urban Planning, Land and Resources Commission of Guangzhou Municipality

The People's Government of Liwan District

Municipal Government

National Government

COMMUNITY DESIGNER

GAME INTERFACE
- Community Guidance
- Street Design
- Place Making

PLAY RULES
- Mediation Socio-Spatially
- Management in Long-Term
- Consultance & Decision Making

MANUAL P.15
4.2.3 SPATIAL STRATEGY

TRANSITIONAL SPACE LAYERS

TRANSITIONAL SPACE IN PUBLIC SPACE SYSTEM

LIVED SPACE
LEVEL

COMMUNITY
LEVEL

DISTRICT
LEVEL
"UP 2.0" PLAN

Unlimited Promotion

"UP" version 2.0

Up to you

Mediation & Cooperation

Design rules

Urban regeneration framework

一米空间、小有可为
FRAMEWORK FOR SCALES

COMMUNITY GUIDANCE
STREET DESIGN
PLACE MAKING
HOUSING PROJECTS
TRANSITIONAL SPACE

MAIN PROCESSES IN SCALES

ARCHITECTURAL DESIGN
STREET DESIGN
COMMUNITY DESIGN

housing projects
street & place making
zoning & systems design

Fig. 140 scales and projects by author
PLATFORM FOR MEDIATION

ACTORS WITH POWER
- Local Government

ACTORS WITH INTERESTS
- Owners
- Community Designer

ACTORS WITH KNOWLEDGE
- Users
- Architect
- Financing Consultant

housing projects
- Owner
- Architect
- Financing Consultant

street & place making
- Community Designer
- Users
- Owners
- Architect

zoning & systems design
- Community Designers' committee
- Community Designer
- Planner
- Users
- Owners

Fig. 142 projects and actors by author
AS A GAME

PROCESS IN SCALES

COMMUNITY GUIDANCE

STREET DESIGN

PLACE MAKING

HOUSING PROJECTS

TRANSITIONAL SPACE

PLAYERS IN THE GAME INTERFACES

OWNERS

ARCHITECT

COMMUNITY DESIGNER

FINANCING

ACTORS IN PROCESSES

ACTORS WITH POWER
Local Government
Community Designer

ACTORS WITH INTERESTS
Users
Tourists

ACTORS WITH KNOWLEDGE
Community Designer
Architect
Financing Consultant
COMMUNITY DESIGNER

COMMUNITY GUIDING

Owners

Architect

Financing Consultant

Users

HOUSING PROJECTS

STEP 1
Community Visions

STEP 2
Community Guidelines

STEP 3
Private Owner Consulting

STEP 4
Cooperation projects

STEP 5
Public Design

STEP 6
Mediation

OVERALL PROCESS OF PLAN

Fig. 158 overall process of "UP 2.0" PLAN by author
APPLICABLE SITE

- Residential Typology
- Vibrant Places Typology
- Transitional Space Typology
- Private Property Typology
- Community Based Design

5KM * 5KM
2KM * 5KM
2KM * 2KM
800M * 800M
4M * 40M
200M * 300M

HUQS OF GUANGZHOU

Fig. 156, 157 typology selection by author
CURRENT ARCHITECTURAL DESIGN

- HERITAGE
  - Neighborhood preserved area

- LOCATION
  - Neighborhood Core

- CONDITIONS
  - Bad

- FUNCTION
  - Residential

- SIZE TYPE
  - Long (4m wide)
HOUSING PROJECTS

Architect

COMMUNITY DESIGNER

COMMUNITY GUIDANCE

STREET DESIGN

PLACE MAKING

TRANSITIONAL SPACE

POTENTIAL OF ENVELOPE
LIVING OPTIONS
MIX-USING OPTIONS
PLACE MAKING OPTIONS

1. PROMOTE SPATIAL FORM
2. PRESERVE LOCAL ACTIVITIES
3. BUILD COMMUNITY IMAGE

14 m
12 m
9 m
**DESIGN RULES**

**LIVING SPACE OPTIONS**

**ROOF TERRACE**
- as bouns for regenerated project indicating the size of RT and possible components from current needs.

**EXTRA SPACE**
- as bouns for reconstructed and redeveloped projects, private owners could have one extra floor on top of their current structure floor.

**SKYLIGHT**
- by regenerating the property, more skylight should be introduced to interior space by spatial design. In order to promote interior living conditions.

**COURTYARD**
- by regenerating the property, courtyards could be introduced in combination with skylight. Especially those longer properties.

**MIX-USE SPACE OPTIONS**

**TRANSPARENT FACADE**
- by deciding mix-using the property, new proposal has to have transparent facade on ground floor in order to be well perceived as mix-using function.

**EXTRA SPACE**
- as bouns for regenerated project with functional transition, owners could have more transitional space (part private part collective) to support new functions.

**FUNCTIONAL TRANSITION**
- as bouns for regenerated project, owners could choose to change the function. Preference of new functions would be related to the conditions and locations of property.

**SPACE & FACILITY OPTIONS**

**MIX-USE**
- for mix-used regenerated projects, all mix-used functions should have ground floor accessibility. Mix-used functions should well perceived by ground floor.

**PRIVATE GARDEN**
- as bouns for regenerated project without choosing mix-using options, owners could take the transitional space into their private garden, partly supported by public investment.

**OPEN SPACE**
- for redeveloped property, owners could choose to have more ground floor turned into open space for multiple uses.
GUIDANCE

Prototype #1

CO-DESIGN THIS PROJECT WITHIN YOUR COMMUNITY

LIVING SPACE OPTIONS
Limitations of expanding your envelope

MIX-USING OPTIONS
encouragement of mix-using your building

SPACE-USING OPTIONS
mediating the needs conflicts spatially

SPACE-USING OPTIONS
mediating the perception conflicts socially

COOPERATING ACTORS

Renovation

Property Owners
Property Owner
Property Owner (other)

Community Designer
Architect

Reconstruction

Property Owners

Community Designer
Architect

Redevelopment

Architect

Community Designer
Financing Consultant

Community designer
User as inhabitant
User as shop owner

GUIDANCE
Fig. 198-204: private housing projects by author
OWNERS

Architect
Financing Consultant
Users

COMMUNITY DESIGNER

MEDIATION IN PLACEMAKING

Fig. 197 transitional space change by author
MEDIATION IN SYSTEM
MEDIATION IN SYSTEM
MANAGEMENT IN CHANGE
I WANT MY FRIENDS TO PLAY WITH ME IN FRONT OF MY DOOR.

I CAN GET SOME WINTER SUNSHINE ON MY ROOF!

I WANT TO ...

I CAN ...

I COULD ...

I WANT ...

LET'S VISIT THIS COMMUNITY, THEY HAVE GOOD FOOD!