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共享设计的交互平台： 澳大利亚凯兰园区总体规划

An Interactive Platform for Shared Design:

The Callan Park Master Plan, Australia

McGregor Coxall景观与城市设计事务所 / McGregor Coxall

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摘要 ……

McGregor Coxall景观与城市设计事务所受委托为位于罗泽尔地区的占地面积61hm²的凯兰园区制定总体规划、融资模式及管理计划。这片场地曾是悉尼最具政治敏感性和争议性的公共场地之一。在该项目中，McGregor Coxall运用了澳大利亚最富创新性的社区参与策略，使用了一种世界领先的互联网交互工具：www.callanparkyourplan.com.au。在收集了1 600位用户的90 000页反馈意见，以及经过无数次社区讨论会后，设计团队为一个“健康保护区”制定了总体规划。规划在一种历史景观的背景下，通过教育与研究，提供现代化的身心医疗服务。该规划使得凯兰园区能够成为未来悉尼内西区最具地方代表性的公共财富。

关键词 ……

咨询；社区参与；总体规划；创新；健康；互动

Abstract …

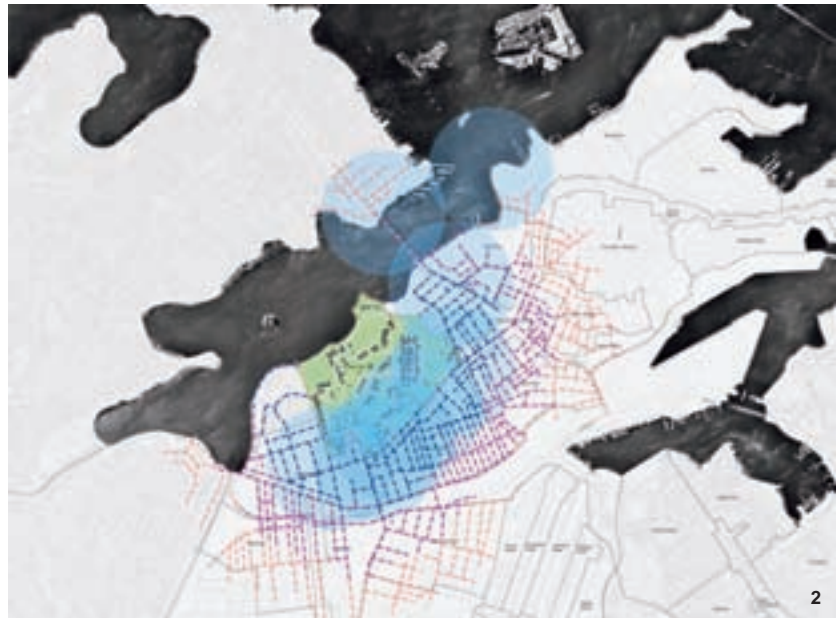
McGregor Coxall was appointed to develop a master plan, financial model and plan of management for the 61 hm² Callan Park site in Rozelle. It has a history as one of the most politically sensitive and contentious public sites in Sydney. To deliver this project they developed the most innovative community engagement strategy ever undertaken in Australia utilising a world-leading interactive web tool www.callanparkyourplan.com.au. After 90,000 page views of feedback from 1,600 users and numerous community workshops, the team developed a master plan for a Wellness Sanctuary. The plan includes modern mental and physical health services with education and research in an historic landscape setting. The plan secures the future of Callan Park as a regionally significant public asset for Sydney's inner west.

Key words …

Consultation; Community Engagement; Master Plan; Innovative; Health; Interactive

Neighbourhood Access 社区入口

-  Site Boundary
场地边界
-  Pedestrian Network
步行网络
-  Callan Park Building Footprint
凯兰园区建筑占地区域
-  Street Network
街道网络
-  Neighbourhoods
社区
-  5 minutes walk (400 meters) from public transport
公共交通步行5分钟 (400m) 可达区域
-  5 minutes walk (400 meters) from Callan Park
凯兰园区步行5分钟 (400m) 可达区域
-  10 minutes walk (800 meters) from Callan Park
凯兰园区步行10分钟 (800m) 可达区域
-  15 minutes walk (1 200 meters) from Callan Park
凯兰园区步行15分钟 (1 200m) 可达区域



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Heritage and Conservation Areas 遗址与保护区

-  Site Boundary
场地边界
-  Pedestrian Network
步行网络
-  Callan Park Building Footprint
凯兰园区建筑占地区域
-  Street Network
街道网络
-  General Lots
一般停车场
-  General Building Footprint
总体建筑占地区域
-  Neighbourhoods
社区
-  Conservation Areas (LEP 2000)
(依据2000年当地环境规划设定的) 保护区
-  Heritage Items (LEP 2000)
(依据2000年当地环境规划设定的) 遗址项目
-  Aboriginal Site (LEP 2000)
(依据2000年当地环境规划设定的) 原住民地区



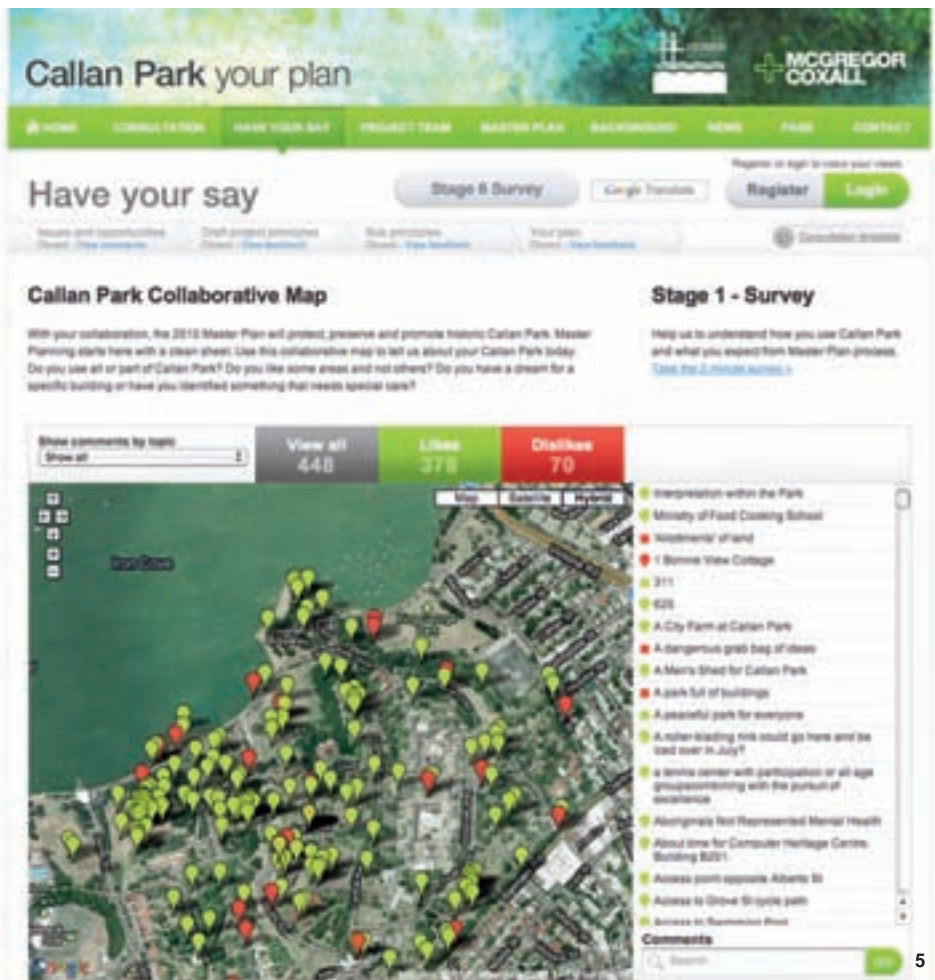
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Recreation and Community 休闲场地和社区

-  Callan Park Boundary
凯兰园区边界
-  Callan Park Pedestrian Network
凯兰园区步行网络
-  Callan Park Building Footprint
凯兰园区建筑占地区域
-  Street Network 街道网络
-  General Lots 一般停车场
-  General Building Footprint
总体建筑占地区域
-  Neighbourhoods 社区
-  Open Space 开放空间
-  Open Space Sports Ground
开放空间运动场地
-  Open Space Commercial Fitness Areas
开放空间商业健身区
-  Callan Park Open Space
凯兰园区开放空间
-  Bay Run 海湾步道
-  Playground 运动场
-  School Building Use
学校建筑用地
-  Commercial Building Use
商业建筑用地



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项目地址: 澳大利亚新南威尔士州罗泽尔地区
项目面积: 61hm²
项目委托: 勒恩查特委员会
景观设计: McGregor Coxall景观与城市设计事务所
设计时间: 2010~2011年
所获奖项: 2012澳大利亚规划协会新南威尔士州大型项目类最佳规划理念杰出奖
 2011澳大利亚景观设计师协会新南威尔士州规划类杰出奖
 2010澳大利亚景观设计师协会新南威尔士州研究与交流奖

Location: Rozelle, New South Wales, Australia
Area (size): 61 hm²
Client: Leichhardt Council
Landscape Architecture: McGregor Coxall
Design Period: 2010 ~ 2011
Awards: 2012 PIA NSW Planning Excellence Award for Best Planning Ideas Award — Large Project
 2011 AILA NSW Excellence Award for Planning
 2010 AILA NSW Award for Research and Communication

5. “你的规划”互动网站——合作完成的地图
- 6, 7. “你的规划”互动网站——次级原则
8. “你的规划”互动网站——“说出你的想法”
5. YourPlan Interactive website — Collaborative map
- 6, 7. YourPlan Interactive website — Sub-principles
8. YourPlan Interactive website — “Have your say”

凯兰园区成为了一个运用新方法来解决社区咨询问题的案例。在该项目中，道德伦理的概念强调了对社会和环境双方面的设计，提出了应用互动技术资源能够促进社区开发，而非破坏。这一项目不仅是对过去自上至下的设计和第三方设计策略的颠覆，而且提出了一种与“技术改变导致社会分化”不同的新理念。凯兰园区项目在大尺度景观规划/城市规划层面所运用的创新性手法成为了一种具有世界领先水平的互动性、多层次平台，体现了这一途径如何使协同合作在一个社区内得到认可并最终建立的过程中发挥作用。

凯兰园区由一片可俯瞰悉尼港艾恩湾的公共用地组成。这片场地是悉尼内西区



最重要的公共开放空间之一。在历史上，该场地具有强烈的政治敏感性，也颇具争议。2010年6月，McGregor Coxall率领一个由15位顾问组成的团队，赢得了为这片占地61hm²的地块制定总体规划、融资模式及管理计划的设计权。经过一次漫长的社区竞选和两次均以失败告终的总体规划之后，该园区拥有了自己的法律规章。凯兰园区作为一个“大杂烩”的复杂历史可追溯到19世纪70年代，这里曾建立了一座精神病收容所，即罗泽尔精神病院的前身。2008年4月，随着最后一批病人被转移，为该场地制定综合性总体规划的迫切需求再次被提出。在这种处于不同失修程度的场地条件上提出了要建设一大群建筑的构

想，而那时的城市景观设计仅针对园区的健康方面提出了预期目标，而非社区利益和教育方面。园区提出的这些目标强调了社区对场地历史重要性的认知，并成为了2002凯兰园区法案（特殊条款）——该法案由社区游说活动提议并发起，旨在保护园区的公众所有权——的从属法令。由这段历史可知，在对顾问咨询和设计过程进行综合考虑的方面，存在着对独创性的显而易见的伦理需求。这种需求具体指总体规划必须能够更好地理解和掌握场地上更广泛的社区民意，还必须能提供一种可以使社区和个人皆能参与到更广的设计网络之中的方法。

为应对该需求，McGregor Coxall开发

了一个名为“你的规划”的程序平台，这是澳大利亚最具创新性的社区参与策略。该平台运用了具有世界领先水平的互联网交互工具，鼓励公众参与总体规划过程的每一个阶段。这一模式通过一个能够使社区发挥其对该项目的所有权并拥有真正参与感的过程，来获得民众对该总体规划的支持。在线参与分为4个主要阶段：问题与机遇、项目原则、次级原则以及总体规划的若干方向。每个阶段都会进行公开评议，且持续进行，并将根据上一阶段同期展开的10项线下“监察”讨论会的反馈意见作出回应。这些论坛允许社区成员发表他们的观点，并就总体规划草案阶段中的各个方面开展讨论。网站登录量达1 560人



次，共有415位社区成员参与了这些讨论会。鉴于关系到场地开发的重要性，在线参与严格要求每人只能投出一票，通过获取每个IP地址来确保在线参与不会被任何个人或组织“操控”。与互动平台相比，纸质问卷调查用来确保那些没有互联网的民众也可以参与其中，使得每个人都能积极、平等地参与规划和决策制定。这一框架的透明度令理事会能够有效地平衡不同使用者和团体的利益矛盾，并对任何批评意见进行反映。

总体规划的倾向、概念和反馈被翻译成30多种语言，并接受了一项直接影响统计结果的不间断分析的检验，以确保形成一个满足多方需求的设计方案。“健康保护区”的最终方案体现出其对于可觉察到的潜在问题的广泛关注。这些问题不仅涵盖场地的历史景观背景，还包括与之前的精神医疗服务的联系。在设计咨询研究

的过程中，来自澳大利亚健康学会的研究进行了一项健康评估：在一项针对16~85岁的澳大利亚人的为期12个月的调查中发现，每5人中就有1人患有一种或多种常见的精神健康疾病；这一机构的数据还显示，在调查的一年期间，有12%的人曾去精神医疗服务机构就诊。凯兰园区体现了一种回应式的设计模式，突显了场地与更广泛的环境和健康问题紧密相关的重要意义。此外，道德伦理从总体上揭示了这些问题与诸如生物多样性、形式和基础设施、文化、经济、能源食品、政府治理、污染、交通、废弃物和水等其他城市关键要素之间的关系。

通过这些原则作为基础性的项目推动力予以优先考虑，最终的规划方案包含现代化的身心健康医疗服务设施，以及教育和研究机构。

McGregor Coxall开发出了这种利用社

区反馈信息来改进、提升景观/城市规划的创新模式范例。就这个项目而言，运用这一模式形成的总体规划对整个社区的精神、生理和社会健康设施都大有裨益，为那些患有精神疾病的居民提供了精细的护理和家庭生活。总体来说，“你的规划”指的是将项目设计和所有权交还给社区及个人。该规划能够使得凯兰园区成为未来悉尼内西区最重要的地域性公共财富，并将成为引领世界精神医疗服务领域先进水平的新的国家级设施。这些创新性的顾问咨询形式不仅采用了交互数字平台，还利用了类似令人感到慰藉的操作流程，展示了在设计中运用技术来强化而非削弱社区互动的可能性。**LAF**

- 9. 凯兰园区总体规划平面图
- 10. 从码头路望去的总体规划效果图
- 11. 从艾恩湾望去的总体规划效果图
- 9. Callan Park master plan
- 10. Master plan impression from Wharf Road
- 11. Master plan impression from Iron Cove



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Callan Park as a case study provides a platform from which we may consider new approaches to community consultation. Here the concept of ethics stresses both a social and environmental focus on design by proposing how interactive technological resources may be used to foster rather than fracture community development. The project provides an antithesis not only to top-down design, third person strategies but also the notion that technological change underpins social fragmentation. Callan Park's innovative approach to broad-scale landscape planning / urban planning provides a world leading interactive, multi-layered platform demonstrating how such tools may be harnessed to sustain and build synergy within a community.

Callan Park comprises of public land overlooking Iron Cove in Sydney Harbour, the site as one of the most significant public open spaces in Sydney's inner west has strong history of political sensitivity and contention. In June 2010, McGregor Coxall, leading a team of fifteen sub-consultants,

were awarded the contract to develop a master plan, financial model and plan of management for the 61-hectare plot. With its own act of parliament the park was a by-product of lengthy community campaigns and two failed master plans. To add to this smorgasbord of complexity, Callan Park's history dates back to its acquisition for a mental health asylum in the 1870s, which later became the Rozelle Psychiatric Hospital. The urgency for a comprehensive master plan brought again to light when the last remaining patients were transferred out of the hospital in April 2008. Its condition at this point promised a splattering of buildings was various states of disrepair, offering an urban landscape working against the objectives of the park's provisioned program for health, not for profiting community, and education. These objectives highlight community recognition of the sites' historical significance and became the subordinate principles of the Callan Park (special provisions) Act 2002 which arose from community led campaigns to preserve the park's public ownership.

What is made clear from this history was an obvious ethical need for ingenuity in regard to hybridising comprehensive consultation and the design process via means, which would not only successfully understand the broader community ambitions for the site but provide a way for both the community and its individuals to become part of a broader design network.

In response McGregor Coxall developed "Your Plan" the most innovative community engagement strategy ever undertaken in Australia utilising a world-leading interactive web tool, which engaged participation in every state of the master planning process. This model was designed to capture support for the master plan by facilitating a process that allowed the community to take ownership of the project and feel truly involved. Online participation cataloged four major stages focusing on: Issues and Opportunities, Project Principles, Sub-principles and Master Plan Options, each open for comment and developed along and in response to feedback from previous stages alongside 10 "mirroring"

physical community workshops. These forums allowed community members to articulate their opinions and discuss specific aspects of the draft master plan. In total 415 community members engaged in these workshops the site logging 1,560 individual participants. The capacity of the site development made it possible that individuals were restricted to single votes by capturing individual IP address, which ensured that online engagement wasn't 'hijacked' by any single individual or group. Adjacent to the interactive platform hard copies of surveys were distributed to ensure those without internet access could participate, allowing individuals to be actively and equally involved in planning and decision-making. In effect the transparency of this framework provided the council certainty in regard to balancing the competing interests of users and action groups, as well as deflecting any criticism of bias.

Viewed in over 30 different languages, master plan preferences, concepts and feedback underwent a continual analysis directing

output into statistical responses to ensure a shared design solution. The resulting scheme for a Wellness Sanctuary was fed by a widely felt undercurrent of concern for not only the historical landscape context of the site but for its previous connection mental health services. During the design consultations studies from The Australian Institute of Health and Welfare indicated an estimate of 1 in 5 Australians between 16 and 85 as having one or more of the common mental health disorders within the 12-month period leading up to the survey. Use of services additionally described that 12% of the population had accessed mental health facilities within the same year. Callan Park expresses a mode of responsive design which emphasizes the significance of place as being tied to a broader spectrum of environmental and health concerns. Furthermore, the ethics collectively brings to light the relationship between these issues with other key urban considerations such as biodiversity, form and infrastructure, culture, economy, energy food, governance, pollution, transport, waste and water.

Prioritizing these principles as fundamental project drivers, the final plan included both modern mental and physical health services with education and research facilities.

McGregor Coxall examples an innovative mode of harnessing community feedback to enrich landscape / urban planning which, in this particular case has led to a Master Plan that contributes to the mental, physical and social health of the entire community by facilitating acute care and home life for those with mental illness. Overall however, "Your Plan" refers to the passing of project design and ownership back to the community and its individuals. The plan secures the future of Callan Park as a regionally significant public asset for Sydney's inner west by establishing its future as a new state facility that will deliver world leading mental health services. These innovative forms of consultation which utilize both interactive digital platforms and analogue consulatory processes example the possibility for use of technology in design to strengthen rather than fracture localized community interaction. **LAF**



12. “退伍军人”运动场
 13. “鞋匠”咖啡厅
 12. Veterans Field
 13. Bootmakers Cafe