伦理导向下的看护实践和看护人
——美国北卡罗来纳州公共景观看护案例研究
Ethics-Based Stewardship Practices and the Stewards
—Case Studies on Public Landscape Stewardship From North Carolina, USA



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摘要

公共景观的持久性是实现社区韧性和可持续性的重要途径，但其在中国景观设计行业的“前期”规划设计和“后期”运营管理均未得重视。本文引入西方视角下的“看护”概念，通过研究美国北卡罗来纳州的三个公共景观看护案例，将当代公共景观看护实践勾勒为以景观师对场地的长期责任和主动关心为主要驱动力的场地景观可持续经营，并得出看护概念的内核在于其伦理范畴——景观师（即看护人）对景观和土地的眷恋、责任和关爱，以及在面对复杂多变的社会生态系统时保持谦逊、敏锐和热忱。案例研究指出，为适应社会经济形势的变化而制定和落实新的着眼于场地长期利益的总体规划设计方案是公共景观看护成果的典型表现，并总结出景观师实现公共景观看护实践的一系列工作原则和方法。最后，基于与案例有关的讨论，本文认为看护的伦理和实践对正步入存量发展阶段的中国城市将产生社会、经济和环境等方面的积极影响，并提出了公共景观看护应用于中国景观设计行业的建议。

关键词

景观看护；公共景观；景观师；持久性；可持续性；伦理

ABSTRACT

The persistence of public landscapes is a critical approach to community resilience and sustainability. But in China's landscape architectural field, it is neglected in both planning and design, and post-occupancy operations and maintenance. With the case studies of three public landscape sites in North Carolina, the United States this article introduces the concept of stewardship, and outlines the contemporary public landscape stewardship practice as management efforts predominantly driven by the landscape architect's long-term duty and proactive care to create a sustainable landscape for the site. This article emphasizes that the essence of stewarding public landscapes lies in the ethics—the attachments to and the responsibilities and care of the land and the landscape; and modesty, discernment, and enthusiasm when facing the ever-changing socio-ecological systems—and the outcome of public landscape stewardship typically takes the form of developing and implementing new and future-oriented master plans for the sites. This article also summarizes a set of site-based principles and approaches to public landscape stewardship. Finally, based on the discussion about the case studies, this study points out the practical implications of public landscape stewardship for Chinese cities which are progressively entering into an era of inventory development. Recommendations for its application to the Chinese landscape architectural profession are further addressed.

KEYWORDS

Landscape Stewardship; Public Landscape; Landscape Architect; Persistence; Sustainability; Ethics

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1 引言

公共景观的持久性之所以重要，在于其经过合理设计、运营及维护，能够以相对稳定的状态传递集体记忆和文化，这是实现社区韧性和可持续性的重要途径。然而，中国目前包括社区公园、校园、街道、居住区绿地等在内的社区生活场域中的开放空间的持久性较低，频繁改造导致社区场所感、归属感和集体记忆的缺失。

在景观设计实践层面，提高公共景观持久性的方法除了采用更具可持续性的设计方案、材料和工艺外，建成后的场地运营、维护和更新也应被重视。然而，当前中国景观师①一方面因远程的设计和交流方式及项目周期短等原因缺乏与项目场地的持续、直接接触和体验，另一方面因行业整体对场地持久性的重视不足而较少开展公共景观管理、运营和维护方面的相关工作。

为解决上述问题，本文旨在向中国景观行业引介“看护”（stewardship）的概念。诞生于西方私有土地制度下的看护实践所蕴涵的永续经营理念和看护伦理对中国建设更具持久性的生活场域公共景观、培育更具国土空间责任感的景观从业者具有较强的参考价值。但“看护”概念在日常用语中的通用性使其融入各类设计实践当中，常出现于工作坊和行业会议[1]，而较少被单独作为学术议题。因此，本文通过对美国北卡罗来纳州三个公共景观案例进行比较分析，旨在探讨当代公共景观看护的模式及景观师在其中扮演的角色，并由此讨论公共景观看护在中国的应用前景。

2 “看护”概念的内涵与发展

2.1 “看护”概念的内涵

当前，西方景观设计界有把“看护”作为景观师最高使命的倾向[2]，相关行业协会也将其作为景观实践的重要范畴。国际风景园林师协会（IFLA）欧洲区所制定的《欧洲景观师宪章》将景观看护的研究和咨询列为执业方向之一[3]；IFLA亚太区所制定的《亚太区域景观宪章》将看护列为景观实践的七大关键原则之一[4]；美国景观设计师协会（ASLA）在关于景观师职责的描述中，将景观的“看护”与“设计”

① 景观看护的涵义和实践范围尽管尚未得到充分讨论，但不应仅仅局限于景观的规划和设计。为了避免“景观设计师”“风景园林师”或“园景师”所暗示的在“设计”方向上的专注，本文中统一使用“景观师”（landscape architect）一词。

1 Introduction

The persistence of public landscapes is important because they carry collective memories and local cultures in a relatively stable way when being properly designed, operated, and maintained. This is a critical approach to strengthening community resilience and sustainability. In China, however, neighborhood-scale open spaces, such as community parks, school yards, streets, and residential greenery, have been in low persistence. Frequent renovations are considered a major cause which divest these spaces of collective memories and sense of place and belonging.

In landscape architecture practice, the ways for building more persistent public landscapes lie on the one hand in sustainable design concepts, material selection, and construction techniques, and on the other hand, in post-occupancy operations, maintenance, and upgrades. However, due to such reasons as off-site design, remote communication, and limited project timeframes, Chinese landscape architects often lack continuous and immediate contact with and experience on the site. Meanwhile, the underestimation of the persistence of sites prevailing in the entire design field in China barely encourages landscape professionals in China to work on the management, operation, or maintenance of public landscapes.

As a response, this article aims to introduce the concept of “stewardship” to the landscape architecture profession in China. Although born out of the private land ownership in the western world, such sustainable management concepts and stewardship ethics can provide references for improving the persistence of everyday public landscapes, and fostering landscape professionals’ sense of mission for territorial spatial planning in China. Yet, “stewardship” as an academic subject has rarely been explored; it is largely a practice-based concept and topic for workshops and conferences[1] because of the everyday lay use of the word “stewardship”. Therefore, by conducting a comparative analysis of three public landscape cases in North Carolina, the United States, this article seeks to study a) what approaches can be used and b) what roles landscape architects can play, in stewarding real-world public landscapes. The application of public landscape stewardship in contemporary China is further discussed in this article.

2 The Definition and Development of “Stewardship”

2.1 The Definition of the Concept “Stewardship”

Nowadays the western landscape architecture profession increasingly considers “stewardship” being landscape architects’ highest mission[2]. Stewardship is regarded as an important area in landscape practice by the professional associations. The Charter on European Landscape Architect of International Federation of Landscape Architects (IFLA) Europe lists conducting research and advice on landscape stewardship as one of the areas of expertise[3]. The Landscape Charter created by IFLA Asia-Pacific Region includes stewardship as one of the seven key principles for landscape practice[4]. The American Society of Landscape Architects (ASLA) parallels “stewardship” with “design” and “planning” as the major areas of expertise[5].

和“规划”并列为三个主要职责[5]。但中国风景园林学会却缺乏关于看护的相关行业主张[2]。

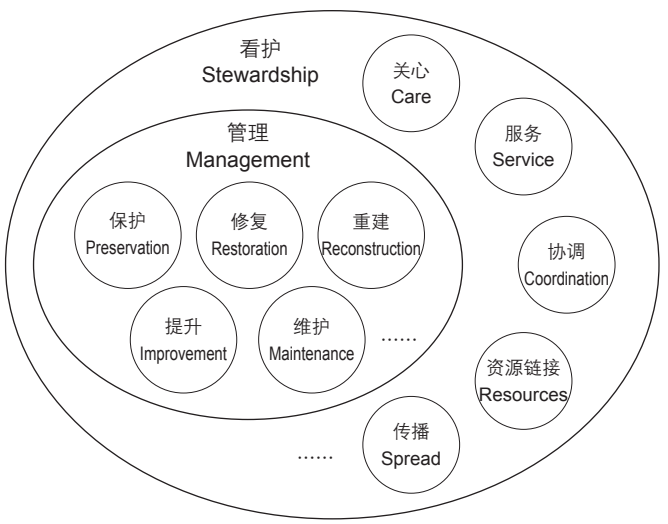
“Stewardship”一词在学术应用中蕴含着丰富的生态伦理观念[6]，是一种广泛时空尺度上的对资源的关心与爱护[7]。“Stewardship”一词在中国时常被译作“管护”②，被应用于生态和自然资源保育[8][9]、遗产保护[10][11]、土地资源管理[6][12]、自然教育和社区发展[13]~[15]等领域，并出现了“环境管护”（environmental stewardship）、“土地管护”（land stewardship）、“生态管护”（ecological stewardship）等概念。这些基于自然或建成环境的看护实践具有一些共同特征，包括1）以对场地资产的可持续经营为基础；2）是看护者的责任、伦理或职业追求；3）看护的对象由他人所有或公有；4）在较长远的时间维度上和高于场地尺度的空间维度上进行；5）尊重在地文化和知识，寻求场地内外各利益相关方的高度合作。看护的伦理或价值观内涵使得看护概念本身极具包容性，可被视为更加日常的、主动的、无微不至的对场地的管理，包含保护、修复、重建、提升、维护等活动[16]（图1）。

无论是社区花园等城市公共空间、国家公园等自然保护地，还是西方国家中的私人庄园或居民自家门前的雨水花园，这些景观的长期健康运行均可显著体现看护的特征。尽管景观看护实践硕果累累，但看护在景观设计行业却缺乏明确定义。其中原因可能包括景观设计实践尺度的多样性和看护概念本身的模糊性[1][17]；景观师的远程设计方式，以及景观项目对于商业价值和短期经济带动能力的追求也可能使得景观设计

1. 看护的涵义比管理更广泛。看护是比管理更日常的、主动的、无微不至的与场地的接触（参见参考文献[16]）。

1. Stewardship has a broader implication than management. It may be a type of management that is implemented more routinely, proactively, and meticulously (Source: Ref. [16]).

② 如本文所讨论的，“stewardship”一词强调责任和伦理，以及在宏观维度上对场地资产的培育和永续经营。受到学者丁绍刚和朱亚斓的译文《风景的看护》（参考文献[21]）启发，本文中将“stewardship”一词译作“看护”。笔者认为“看护”比“管护”更能体现对场地负有的长期责任及对场地主动的、无微不至的关心。



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However, Chinese Society of Landscape Architecture has not publicized any professional materials related to stewardship[2].

In academic use, the term “stewardship” profoundly involves an ecological ethical meaning[6], denoting a type of care and affection for resources at broad scales of time and space[7]. “Stewardship” is often translated as “管护” in Chinese and used in fields of ecological and natural resources conservation[8][9], heritage conservation[10][11], land management[6][12], environmental education and community development[13]~[15], etc. Concepts like environmental stewardship, land stewardship, and ecological stewardship have been proposed and practiced. These stewardship practices of natural/built-environments share several common characteristics: 1) they are based on the sustainable management of site’s assets; 2) they are the responsibility, ethics, and/or career mission of the person who practices stewardship; 3) the property that is stewarded belongs to others or is publicly owned; 4) they span a long period of time and operate at a broader spatial scale beyond the site; and 5) they value local cultures and knowledge, as well as close cooperation with all stakeholder groups. The ethical and value-based meaning enables the concept of stewardship extremely inclusive, where it can be understood as a type of site management that is executed more routinely, proactively, and meticulously, covering measures of protection, restoration, reconstruction, improvement, maintenance, etc.[16] (Fig. 1).

Landscape sites that function in long-term health can well demonstrate the characteristics of stewardship. These sites may range from urban open spaces like community gardens, to nature preserves like national parks, to country houses and rain gardens in one’s front yard. Despite many good examples in practice, the definition of stewardship in landscape architecture has not been agreed upon. The immediate reasons may be the variety of scales of landscape practice and the ambiguity of the concept of stewardship itself[1][17]. But also, the off-site design methods with computer-aided technologies and the pursuit of near-term economic profits may lead to the neglect on long-term health of landscape sites, which in turn makes stewardship less considered in design phases. To provide a few references for the definition, IFLA Asia-Pacific Landscape Charter describes stewardship as: “… a responsibility to nurture the continued health and diversity of landscapes, and ensure the sustainable integration of protection, production, recreation, and habitation values for all living things.”[4] From a perspective of natural resource conservation, Jessica Brown et al.[8] define stewardship as “efforts to create, nurture, and enable responsibility in landowners and resource users to manage and protect land and its natural and cultural heritage.” Aiming for a wider citizen participation, Victoria Chanse[18] describes stewardship as efforts that rehabilitate and manage urban nature, which includes city creeks, naturalized open spaces, pocket parks, waterfronts, and greenways. She also summarizes that stewardship can be an ethic, an approach, and an outcome.

2.2 The Development of Stewardship Practices

Landscape stewardship practices stem from the maintenance and management of private lands in western countries like the UK and the United States, which can

容易忽视场地的长期健康运行，这可能导致在景观的设计阶段缺乏对看护概念的考虑。作为定义的参考，《亚太区域景观宪章》中将看护描述为：“保育景观的持续健康和多样性的责任，并且要保证以所有生物为目标的保护、生产、游憩和栖息地价值的可持续整合”[4]；杰西卡·布朗等人[8]从自然资源保育的角度出发，认为看护是为激发和培育土地所有者和资源利用者在管理、保护土地及地上自然文化遗产的责任方面所付诸的一切努力的总和；维多利亚·蔡斯[18]基于社区参与层面，认为在城市区域中，“看护”一词常用来形容对包括城市溪流、自然化的开放空间、口袋公园、滨水空间和绿道在内的城市自然所进行的修复和管理行为。蔡斯还强调，看护可以是一种伦理、一种方法或是一种成果。

2.2 看护实践的发展

在以英美等国为代表的西方国家，对私有土地的看护和管理是景观看护实践的原型。早期的土地看护可追溯至中世纪英国在土地主所辖土地上进行农耕和畜禽养殖工作的“看护人”，他们运用农耕技术和简单工具进行土地形态和功能的塑造，并逐渐承担起专门管护私有土地和财产的角色。[1]英国资产阶级革命后，风景园艺师逐渐成为一门职业，其职责包括设计私家庄园风景，对风景和植物进行长期的培育、养护和管理，以此满足土地主的娱乐及社交需求。通常，他们的服务时间长达数年甚至数十年。这种居住于所服务土地上、着眼于土地和土地主的长远利益、由土地主雇佣的内部土地管护人员及形式是看护精神的重要起源。

工业革命后，为了应对人口增长和城市化问题，城市创造了大量的公共开放空间，这成为公共景观看护的开端。19世纪中下叶，美国一系列保护和再造城市自然的行动创造了以纽约中央公园为代表的城市开放空间，这些空间的设计、建造和管理使得景观设计师开始在公共景观看护中扮演重要角色[19]。19世纪后期至20世纪20年代的“进步时代”、“罗斯福新政”时代和二战后的快速郊区化时代见证了大量“模式化”的城市公园和游戏场在美国城市及其郊区快速复制，这几个时期的美国政府期望通过对公共景观自上而下的持续投入实现社会治理目标，因而政府充当了该时期公共景观的看护角色。

20世纪50～70年代的民权运动和环境保护运动使得美国的公共开放空间建设开始重视人与社区的连结、社区与自然的连结及社区赋能，社区居民在该时期代替政府成为看护实践的主体，培育“属于社区自己的”公共空间和公民力量[20]。进入21世纪后，经过数十年培养壮大的公民力量在一定程度上削弱了传统景观实践中景观师的话语权，使得美国景观设计行业从理念和方法上更加注重公民参与和包容性设计。

3 案例研究

20世纪下半叶以来，气候变化、信息技术革命、全球化、环境正义等议题对包括景观设计在内的建成环境行业提出新的挑战，这也促进了公共景观看护的形式和景观师在其中角色的转变。但尚未有文献对当代景观看护的实践模式或方法进行研究。景观师在当代景观看护实践中

date back to English yeomen's cultivation and husbandry for their landlords in the Mid-century. They shaped forms and functions of land with farming techniques and tools, and gradually developed a specialty in managing private land and properties.[1] After the Bourgeois Revolution in England, landscape gardening grew into a profession in which landscape gardeners were recruited to design landscapes and cultivate, maintain, and manage the planting and scenery for private properties. All this is to meet the recreational and social needs of landlords. For a specific site, the service term of the landscape gardener could be up to several years or even decades. Thus, this in-house employment of land stewards, which required residing in the served estate and taking care of the long-range interests of the land and the landlord, is a major source of the stewardship spirit.

The public landscape stewardship emerged following the industrial revolution when cities created many public open spaces in response to the increasing population and urbanization. In the second half of the 19th century, a series of social movements conserving and restoring urban nature in the United States encouraged the creation of urban open spaces such as the Central Park in New York. The design, construction, and management of these public lands allowed landscape architects to initiate a crucial role in public landscape stewardship[19]. Later on, the Progressive Era, the New Deal, and the Post-war Era saw a great number of standardized urban parks and playgrounds across American cities and suburbs. During those periods, the government expected to achieve social control through constant investment in public landscapes and became a leading actor in related stewardship.

Driven by the civil rights movement and the environmental protection movement in the United States between the 1950s and the 1970s, the creation of open spaces started to value community empowerment and the connection among people, nature, and community. During this period, community residents, instead of the government, played a leading role in stewardship practice by cultivating neighborhood open spaces of their own[20], and building civic capacity which now has progressively pushed the American landscape architecture profession to enhance public participation and inclusive design in the 21st century.

3 Case Studies

Since the mid-20th century, social agendas such as climate change, information technology revolution, globalization, and environmental justice, have tremendously challenged built-environment professions including landscape architecture. This has changed how public landscape stewardship should be practiced and the roles landscape architects play. Nonetheless, very little academic literature has been found in Landscape Architecture and related fields studying the approaches to or methods of contemporary landscape stewardship, neither on how landscape architects lead or influence

的中心角色得到了文献的支持[1][2][21]，但尚未有文献研究景观师在实际项目中如何领导或影响看护进程，因此，本文采用案例研究的方法来研究以上问题。

本文的案例选取原则包括1）案例要符合上文讨论的景观看护的基本涵义；2）案例场地需为日常生活场域中的、向全民开放的公共景观空间，且需涵盖不同场地类型；3）案例须符合“当代”的定义，本文中指案例场地的设计、建造、管理等看护事件主要发生于20世纪60年代之后；4）案例相关资料易于获取；5）案例在近年来已取得阶段性成果，并在景观设计行业具有较高知名度和影响力。

经过筛选，笔者最终确定了美国北卡罗来纳州研究三角区（RTP）附近的三个公共景观作为研究案例，涵盖大学校园、城郊公共绿地和城市中心广场三种场地类型，且每个案例都拥有近年获得过ASLA全国奖的景观设计项目。选择同一地区的三个不同案例有利于在相近气候条件、民情和政策供给下比较场地的不同类型、景观师的不同特质对看护策略作用的影响。

为建立案例的研究框架，每个案例研究都着重考察了以下两个问题：1）案例如何体现关于景观的看护理念、策略或方法？2）案例中的景观师具备哪些特质？在案例中扮演什么样的角色？

3.1 案例一：杜克大学校园景观

杜克大学是位于北卡罗来纳州达勒姆市的一座私立研究型大学。20世纪20年代，杜克大学聘请了当时美国最负盛名的Olmsted Brothers景观设计事务所来主持校园景观的初始规划。但直至20世纪90年代末，校方都没有在初始规划基础上颁布新版的校园总体规划。这期间正值现代主义设计和郊区化盛行，校园规模在缺乏规划的前提下快速扩张，使得校园风貌偏离预期[22]。2000年颁布的新版校园总体规划（简称《总体规划》）为纠正快速扩张的建设模式、延续校园建成环境的历史传统和文化特征、保护和利用校园优美的自然环境提出了新的方针和策略。此



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stewardship practices in real-world projects, though their key role in such practices has been theoretically proven[1][2][21].

To bridge the gap between practice and research, this article explores the issues above by using a case study approach. Selecting the appropriate case study site(s) followed five principles: 1) the case should speak to the basic meaning of stewardship as mentioned above. 2) The site is publicly accessible and within close proximity of residential communities. This will qualify the site as a “landscape of everyday life.” A diversity in landscape types should also be considered. 3) The site is a “contemporary” landscape, meaning the key stewardship practices, not limited to the design, construction or management, mainly took place after the 1960s. 4) Data and materials of the case are easy to collect. 5) The case has a great reputation and influence in the field of landscape architecture, in addition to having representative landscape projects completed in recent years.

Finally, three public landscapes were selected near the Research Triangle Area in North Carolina, the United States, covering university campus, suburban public green space, and inner-city open space. Each case has one or more projects merited by the national ASLA Professional Awards since 2010. The close geographical proximity between the cases helps avoid the disparities in climate, public opinion, and local policies, thus allowing the case studies to focus on the impact on stewardship strategies by landscape types and landscape architects’ individual traits.

To build a case study framework, each case study needs to answer two questions explicitly:

1) How does the case reflect the concept, approaches, or methods that are related to stewarding the landscape? And 2) what individual traits does the landscape architect have and what roles does he/she play in the case?

3.1 Case One: Duke University Campus Landscape

Duke University is a private research university located in Durham, North Carolina. In the 1920s, Olmsted Brothers, the leading landscape architectural firm at the time, was appointed for the initial master plan of the campus grounds. But by the late 1990s, the University had not completed any new campus master plan. At that time, the modernism and suburbanization prevailing in American cities resulted in the rapid sprawl of the campus in an unplanned way, and the overall landscape of the university became far from Olmsted Brothers’ vision[22]. As a response, a new campus master plan was approved in 2000 (“the 2000 Campus Master Plan” hereafter), proposing clear goals and strategies that discourage the campus’ sprawl, celebrate the historic and cultural characteristics of its built-environment, and protect the university’s beautiful natural environment. Since then, the university has engaged in long-term collaboration with landscape architectural firms who are adept at cultural landscapes, including OLIN, Reed Hilderbrand, West 8, and Nelson Byrd Woltz, in the implementation of the 2000 Campus Master Plan.

The 2000 Campus Master Plan states that “Duke is a historic and dynamic



© Courtesy of Duke University

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后，校方聘请了OLIN、Reed Hilderbrand、West 8、Nelson Byrd Woltz等全美以文化景观见长的景观设计事务所参与《总体规划》框架下的各项景观设计项目，并与他们保持了长期稳定的合作关系。

《总体规划》提出“杜克大学是一个具有历史意义且充满动态的校园”，学校将会在保存独特的校园历史、文化和自然环境的基础上持续加强具有“杜克”个性的校园建设[23]。对于具有重大历史意义的建成环境或纪念物，杜克大学成立了记忆与历史委员会为学校董事会提供咨询[24]。在提高校园环境质量方面，校方为提供充足、环保的后勤用水，于2015年建成了杜克大学雨水储蓄池（图2）。该雨水储蓄池使校园的市政用水量减半，所节省的费用可使项目在投入使用15年后收回成本[25]。在营造和谐、多样的校园景观方面，《杜克大学景观特性与设计导则》以《总体规划》和对杜克大学校园景观的分析为基点，确定了校园内各类型景观的设计原则、色彩和材质选择、关键工艺等内容（图3）[26]。

景观师马克·霍夫于2000年加入杜克大学后勤管理团队，成为杜克大学首任校园景观师并任职至今。在纽约中央公园保育委员会的工作经历使得拥有景观设计教育背景的霍夫对景观看护产生了浓厚兴趣。凭借杜克大学强大的资金支持，霍夫一方面负责与上文所提及的景观设计事务所维持长期合作关系，另一方面则为日益突出的校园环境可持续问题寻找对策、充当“说客”——正是由于他有力说服校方管理层，才将原本只用于雨水收集的杜克大学雨水储蓄池转变为集雨水管理收集与教育性、示范性于一体的校园新地标[25]。霍夫的日常工作包括前期的校园景观可行性研究、设计和施工，以及项目建成后长期的运营和维护，这些工作均需要全校师生、政府和当地居民的广泛参与。正是由于霍夫对每个项目在历史文脉、设计表达和后期运维等方面有着严格要求，他本人才得以深耕于杜克校园景观20余年，并逐步改变着校方管理层关于校园景观的认知。除了校园景观师外，霍夫还是一位作家、演讲者和景观设计活动家③，他擅长以发人深省的文字或演讲等方式向同行和公众传播文化景观的话题和杜克大学的景观实践，这客观上也为看护的伦理和实践，以及杜克大学校园可持续建设的示范项目提供了良好宣传途径。

campus,” and the planning approach aims at strengthening the university's identity through preserving its unique historical, cultural, and natural resources [23]. In preserving built environment and memorials of significant historic value, the university has assembled Commission on Memory and History to provide advice to the University's Board of Trustees[24]. In improving the campus environmental quality, the Duke Water Reclamation Pond (Fig. 2) was completed in 2015 to provide an environmental-friendly water supply by an amount that can cut the university's municipal water demand by half and pay off the pond's overall cost from water savings in about 15 years[25]. In improving the harmony and diversity of the campus landscape, the Duke University Landscape Characters and Design Guidelines has determined key principles for the general considerations, color palette, materiality, and craftsmanship based on an overall analysis of the campus landscape and the 2000 Campus Master Plan (Fig. 3)[26].

Mark Hough is Duke University's first and present campus landscape architect since he joined Duke's Facilities Management Department in 2000. Having earned a landscape architecture degree and worked at the Central Park Conservancy, he became interested in landscape stewardship practices. With Duke's funding support, he has been able to keep long-term collaboration with the landscape architectural firms while looking for creative solutions to the increasingly serious environmental sustainability issues. For example, he successfully persuaded the university to reimagine the Duke Water Reclamation Pond from initially a simple rainwater harvesting tank to a multi-used campus landmark which combines stormwater management with campus programs and sustainability demonstration[25]. Hough's regular work includes the pre-investigation, design, construction, and post-completion operations and maintenance of campus landscape. All his work requires wide engagement with students and faculty, as well as local residents and government. It is the high standards he sets for the design, maintenance, and historical preservation of each project, and his devotion to Duke's landscape for more than 20 years, that have been changing the University Administration's understanding of what campus landscape can contribute. Outside of the work on campus, Hough is also a writer, a speaker, and a landscape advocate①. He writes and speaks to professionals and the public about topics such as cultural landscapes and Duke's landscape practice, which has helped promote stewardship ethics and practices while also spreading the university's embrace of campus sustainability.

2. 杜克大学雨水储蓄池
3. 《杜克大学景观特性与设计导则》中关于石墙的设计和施工指导内容

③ 霍夫曾于2011年获得ASLA颁发的布拉德福德·威廉姆斯奖章。该奖章旨在“表彰于《景观设计杂志》或在其他主流刊物上发表有关景观设计的优秀文章”的个人。关于该奖项的更多信息，请访问ASLA官方网站。

2. Duke Water Reclamation Pond
3. Design and craftsmanship of stone walls in Duke University Landscape Characters and Design Guidelines

① Hough was awarded the Bradford Williams Medal in 2011 by the ASLA. The purpose of the Medal is "to recognize superior writing in *Landscape Architecture Magazine* and excellence in writing about landscape architecture in other mainstream periodicals." For more information about this award, please visit ASLA's official website.

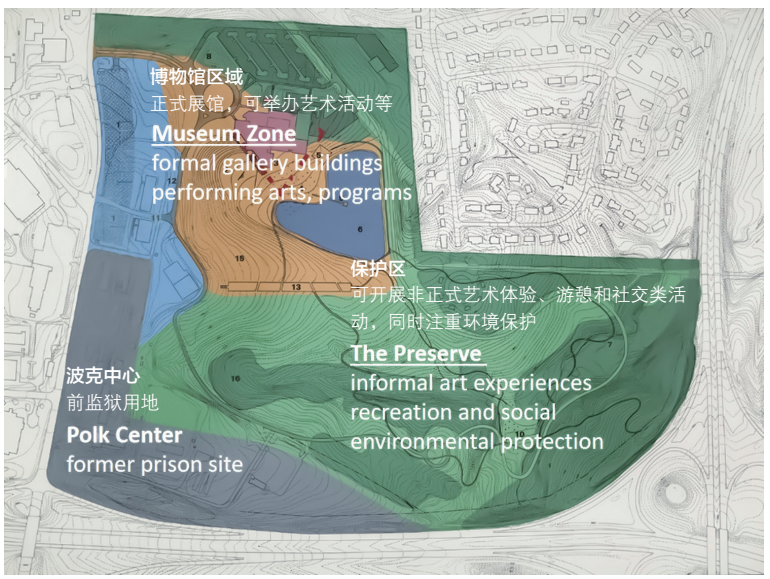
3.2 案例二：北卡罗来纳州艺术博物馆公园

北卡罗来纳州艺术博物馆（以下简称NCMA）位于罗利市，现拥有面积约66.4万平方米的博物馆公园作为户外展陈与游憩空间。该馆原址位于中心城区，在20世纪60年代因展品增加而计划搬迁至城郊，最终一片以草甸和林地为主、约20.2hm^{2}的城郊土地被划定为新址，搬迁计划希望可以通过人与艺术的户外交互而创造全新的博物馆体验。

然而，扩建区除了于1983年开放的新馆建筑外尚未得到有效开发，建筑与周围景观也显得格格不入[27]。1986年，NCMA在全美范围内开展了旨在开发其户外空间的“Art + Landscape”设计竞赛，一个集合了建筑师、艺术家和景观师的团队创作的、通过艺术与社会互动来激活空间的《不完美的乌托邦：新世界的公园》方案赢得了竞赛[28]。该方案并没有确定一套“最终版的”总体规划图纸，而是通过分区规划（图4）、分期规划、制定规划设计原则与目标等灵活的方式来指导规划设计[27]。该方案经修订后于1989年成为NCMA博物馆公园“Art + Landscape”总体规划（简称A+L总体规划），同时也被NCMA管理层及主任设计师的丹尼尔·戈特利布高度认可[29]。

基于A+L总体规划，NCMA博物馆公园于1999年建成了第一条公园步道，并于2000年获得周边土地的使用权[28]，使得公园面积扩大到了如今的规模。随后通过不同渠道筹集资金，NCMA先后建成了博物馆公园与罗利地区绿道系统之间的人行桥（2004年竣工）、可削减场地约84%雨洪径流并带来巨大社会效益的雨洪收集池和可持续灌溉系统（2010年竣工）[30]、串联公园多个区域和各艺术装置的蓝环步道（2013年竣工）等项目[31]。

以A+L总体规划为基础，博物馆公园的进一步建造还需要在原有规划的基础上重新考量博物馆建筑与公园的关系，以及新增加的临街地块与城市街道交接面的关系。同时，科技进步、社交方式的革新、文化理念的转变等因素极大地改变了博物馆游览在城市居民社区生活中的角



4 © Smith-Miller+Hawkinson, Barbara Kruger, and Nicholas Quenelle, with overlay notes by Dan Gottlieb

3.2 Case Two: The North Carolina Museum of Art Park

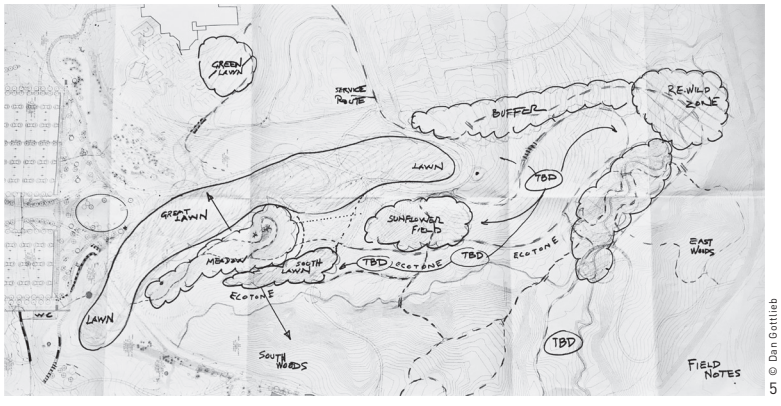
The North Carolina Museum of Art (NCMA) located in Raleigh, North Carolina occupies a 164-acre Museum Park for outdoor exhibition and recreational uses. Originally based in Downtown Raleigh, the Museum planned a suburban relocation in 1960s for its outgrown collection. A 50-acre land covered by woods and meadows was eventually allocated for the museum to develop creative experiences through outdoor human-art interactions.

However, the development of this suburban site had been slow except the opening of the museum building in 1983; in addition, the vast landscape on-site did not connect with the building[27]. To seek an innovative plan for the museum's grounds, NCMA held the “Art + Landscape” national competition in 1986. A team consisting of architects, an artist, and a landscape architect won the competition with the design proposal, “Imperfect Utopia: A Park for the New World,” aiming to activate the site by art and social interactions[28]. Instead of finalized master plan drawings, this proposal developed zoning (Fig. 4), phasing, and principles and goals for guiding future planning and design[27]. In 1989, its revised version was adopted as the official Art + Landscape Master Plan for the NCMA (A+L Plan hereafter), which was highly recognized by the museum's administration and Dan Gottlieb, the museum's Chief Designer[29].

Based on the A+L Plan, NCMA opened its first park trail in 1999. In 2000, neighboring land parcels were granted to the museum[28] extending the park to its current size. With different funding sources, NCMA subsequently completed a series of projects, including a pedestrian bridge in 2004 that links the Museum Park with Raleigh's Capital Greenway; a stormwater pond and sustainable irrigation system in 2010 that reduce the site's annual runoff by 84% and enhance the park's social performance[30]; and the blue loop trail in 2013 that connects multiple sections and art installations in the park[31].

Upon the A+L Plan, a further expansion of the Museum Park required a revision of the overlapping relationships between the building and the park, and between the city road and the adjacent parcels of the park. Meanwhile, the advance of technology, new ways of social communication, together with the changes in culture, have inspired the museum to rethink its role in people's everyday life, and reoriented its marketing strategies and target groups. This led to the formal cooperation between NCMA and Civitas, a landscape architecture and urban design firm, since 2014. Later in the year, NCMA released its 100-year vision plan[32] for the Museum Park by setting forth strategic goals for the Museum Park's phased development in infrastructure, outdoor recreation, and woodland and meadow restoration, which integrated environmental conservation with sustainable recreational opportunities. Drafting the plan for preserving the park's woodlands started in fall 2020[33].

The development of NCMA Park has mostly been supervised by Gottlieb who joined the Museum in 1990. First, he made penetrating insights on and appropriate responses to the changing cultural trends, visitor demographics, and the way of recreation. With educational background in both Art and Biology, Gottlieb



© Dan Gottlieb

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4. 《不完美的乌托邦》中的分区规划
5. 戈特利布关于低地草甸概念规划的现场笔记

4. Zoning plan of the Imperfect Utopia scheme
5. Dan Gottlieb's field notes of a preliminary Lower Meadow conceptual design

色，新的引流方式和受众群体亟待挖掘。这些因素促成了自2014年起NCMA与Civitas景观设计事务所的正式合作，NCMA于同年底发布了博物馆公园未来百年愿景规划[32]，以战略性的目标和分期的形式引导博物馆户外空间的游憩项目和基础设施的开发，以及林地和草甸生态修复等融合了环境保护和可持续性游憩的先锋项目。林地区域的生态修复规划已于2020年秋季开始起草[33]。

上述NCMA博物馆公园的发展历程大部分由于1990年上任的戈特利布领导。他最突出的贡献之一在于敏锐地觉察到随时代而变化的文化、使用者特征和游憩方式，并及时做出回应。拥有艺术和生物教育背景的戈特利布一直在挑战传统艺术博物馆游览的“精英”色彩和灌输性的教育方式，他基于“空间作为一个开放的媒介”的思想，希望将NCMA博物馆公园打造为融入自然和日常生活、由参观者自己的想象和诠释所构成的艺术空间。戈特利布的另一个突出贡献在于30余年来在同一工作职责上为NCMA博物馆公园带来的稳定、有节制但又充满动态的变化。在与外部团队的接触中，戈特利布熟悉设计表达技巧（图5），并在设计团队中扮演着强有力的领导角色。与艺术家、设计师们磋商是他实现规划目标的途径，也是他不断学习的过程。在公园日常的规划、设计及管理工作中，他领导包括园艺专员和公园经理在内的内部团队并配合博物馆的保育、市场营销、教育等部门保障公园的运营。除此之外，他还需与各利益相关方协商，并与不同领域的专家保持长期合作关系。例如，2000年，戈特利布提议博物馆与北卡罗来纳州立大学自然资源学院建立“艺术与生态”伙伴关系，为博物馆公园广阔的林地和草甸提供生态恢复、自然教育及环境管理方面的专业咨询[28]。

3.3 案例三：摩尔广场

摩尔广场位于罗利市市中心，从1792年建城起存在至今。这块约140m见方的城市广场历史上虽未经过专门的景观设计，但伴随着社会变迁，也经历了形式和功能上的更新以及使用人群的改变[34]。二战以后，在罗利市中心城区衰退的背景下，摩尔广场基础设施日渐陈旧，其场地内众多百年橡树的生长状况也令人堪忧。

进入21世纪，在新一波发展热潮中，罗利市政府开始考虑摩尔广场的更新改造，于2009年发布《摩尔广场形态与使用历史》研究报告，同

challenged the conventional art museum experience which featured somewhat elite culture and inculcation. He envisioned NCMA Park as an open medium that connects nature with daily life and as an art space to stimulate visitor's own imagination and interpretation. Second, Gottlieb has enormously contributed to the steady, moderate-growth, and dynamic changes of the park on his duty in over 30 years. In working with external professionals, Gottlieb is skilled in design representation (Fig. 5) and shows a strong leadership. For him, the exchange with artists and designers affords a means of pushing forward the master plans as well as realizing the self-learning. In the daily work of planning, design, and management of the park, he leads a team of horticulture specialists and park managers, and collaborates with other departments of the museum including Curatorial, Marketing, and Education. Additionally, he plays a crucial role in negotiating with project stakeholders and keeping long-term cooperation with professionals from various fields. For example, in 2000, Gottlieb proposed to build the “Art & Ecology” Partnership between NCMA and North Carolina State University's College of Natural Resources, intending to seek professional advice on ecological restoration, environmental education, and environmental management for the museum's vast area of woodlands and meadows[28].

3.3 Case Three: Moore Square

Moore Square remains on its site in Downtown Raleigh since the city's establishment in 1792. Without any formal landscape plans to this 140-meter-square city plaza in history, it evolved in form, function, and usage as the community background changed[34]. After the Second World War, Moore Square deteriorated in use and facilities due to the decline of the downtown. The lack of maintenance also caused health problems to many oak trees of over 100 years old on the site.

Seeing the downtown revitalization into the 21st century, the City planned for an improvement of the square by publishing the research report Common Beauty: History of the Physical Form and Uses of Moore Square in 2009 and launching a public design competition calling for the square's conceptual plan in the same year[35]. The first-place winner went to a team led by New York-based landscape



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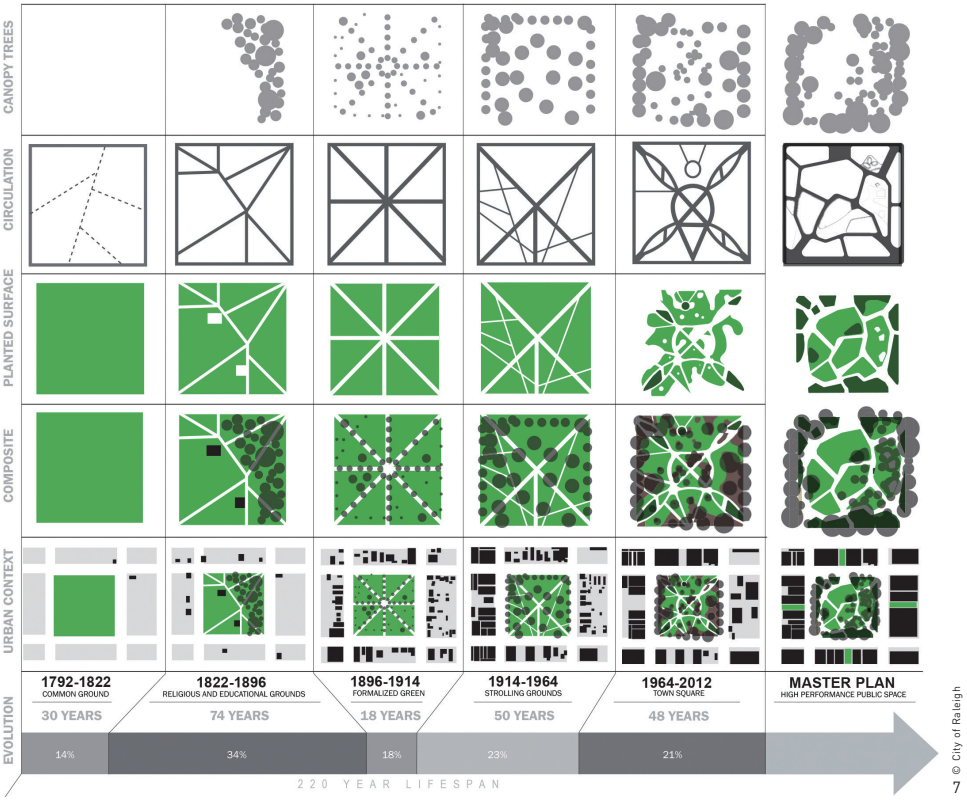
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6. 摩尔广场鸟瞰图：图中可见清晰的步道布局和被保留的乔木。
7. 摩尔广场形态的历史研究是改造方案的重要依据。

6. A bird's eye view of Moore Square. The image clearly shows the paving and the conserved trees.
7. The Moore Square Improvements used historical research on Moore Square's physical forms as a crucial base.

年开启面向公众的设计竞赛[35]。来自纽约的景观设计师克里斯托弗·康茨率领的团队赢得了此次竞赛，在其设计方案中，空间功能和动线布局均尊重了场地历史，并为场地的乔木（主要是橡树）提出了保护策略（图6，7）[36]。以该方案为基础，经过几轮修改和广泛的公众意见征询，罗利市政府于2011年正式批准摩尔广场的总体概念方案。与此同时，景观师团队（康茨团队及本土景观师）和园林树木专家共同调查撰写了另一项重要的指导性文件《摩尔广场乔木系统策略》，通过调查场地中乔木的树龄、长势，以及土壤和硬软质地表等情况，探究了树木生长与地面游憩活动在未来100年间的动态关系，提出了相应的乔木保护和植物设计策略，并为后续的方案设计和后期管理提供了直接依据[37]。

康茨率领的设计团队因执照限制而没有承担摩尔广场的方案设计及详细设计，这两部分内容继由Sasaki事务所与市政府公园部门于2015~2016年合作完成。Sasaki团队由一名执业景观师和一名执业工程师主要负责，并包括来自规划、建筑、经济等多个专业的团队成员。该团队以对场地的历史研究和总体概念方案为蓝本，首先通过向当地社群广泛征集意见，对总体概念方案批准以后产生的变化和新的使用需求加以评估，并在意见征集过程中激发社群热情。由意见征集形成



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architect Christopher Counts, who proposed tree protection strategies as well as spatial programming and circulation built upon the square's historical characteristics (Fig. 6, 7)[36]. After several public meetings and revisions of Counts' winning proposal, the city officially approved the Moore Square Master Plan in 2011. Further, the landscape architects—the Counts team and local landscape architects—collaborated with tree experts to finish another guiding document, Moore Square Comprehensive Tree Strategy, which provides on-site surveys and tree protection/planting strategies. This document studies the soil, the age and health of trees, and hard/soft site surface, as well as projects the 100-year dynamics between canopy tree growth and visitor recreation, all of which can be utilized in the subsequent schematic design and post-occupancy site operations[37].

The Counts' team did not continue to carry out Moore Square's schematic design and design development because of licensure restrictions; instead, a team of Sasaki was commissioned to do so in partnership with the City's Park Department in 2015 and 2016. Led by a certified landscape architect and a certified civil engineer, the Sasaki team incorporated members with various expertise including planning, architecture, and economics. Upon the historical research and the Moore Square Master Plan, the team conducted a wide range of engagement meetings with local stakeholders to evaluate the new significant changes and user demands since the approval of the master plan, during which local enthusiasm about the project was also provoked. As an outcome, a priorities report for implementing the Moore Square Master Plan was released that underscores most of the basic principles from the

的《重点事项报告》确认了以场地历史文化为基底、对场地树木进行战略性保育，以及场地与周边环境的视线与材质相协调等沿袭总体概念方案的设计思路；该报告也修订了总体概念方案中的一项关键内容——出于历史地貌保护和游憩活动灵活性的考虑，将原方案场地中心的斜坡草坪改为了平地大草坪[38]，这也是公众参与过程中设计团队与各方相互妥协后的结果。在方案设计中，Sasaki团队非常重视与场地历史文化的联系，为此团队专门聘请了包括景观历史学家、本地的建成环境遗产学家在内的专业学者来合作探究场地与周边环境的历史变迁，以及还原历史风貌所需的历史性材质和工艺等。为了营建经济上可持续的场地空间，设计团队通过举办公众论坛，深入了解本地社区商户对场地和餐饮类别的需求[39]，以使改造后的广场能够最大程度满足城市开发和社区经济运作的要求。摩尔广场于2019年完成改造[35]，由市政府公园部门负责其后期运营维护，而康茨团队和Sasaki团队尚未对广场的运行情况开展跟踪或使用后评估。改造后的摩尔广场成为中心城区的重要旅游目的地，游憩活动承载量显著增加，这也为广场的管理维护提出了挑战。

3.4 案例研究结果

借鉴蔡斯总结的“看护”概念的三种意义——伦理、方法或成果，本文将案例研究结果总结如下：

1）看护伦理是景观看护实践的核心。在上述实践中，景观师都表现出了对景观和土地的眷恋、责任和关爱，并在面对复杂多变的社会生态系统时保持谦逊、敏锐和热忱——这是看护活动最重要的驱动力，也是看护伦理的核心要义。基于案例，笔者将当代公共景观看护实践勾勒为以景观师对场地的长期责任和主动关心为主要驱动力的场地景观可持续经营。

2）公共景观看护伦理依靠一系列基于场地的工作原则和工作方法来实现。上述案例所体现的工作原则和方法包括：对场地历史文化的尊重和调查研究；对同一场地日常运行的关注及对该场地发展方向的持续思考；在当前世代有节制地开发建设；对场地物质与非物质资产的协同管理；与不同领域的专业人士保持长期合作和教学相长的关系；与社区和各利益相关方进行协商以获取潜在资源等。

3）公共景观看护实践成果的主要呈现形式是场地为适应社会经济需求的变化而进行的迭代更新，其典型形式是制定并落实新的总体规划

Master Plan, such as the importance of history and culture, strategically preserving the on-site large trees, and connections to the context in materiality and sightlines. Nonetheless, the report altered the planned tilted lawn in the central area into a flat lawn[38] to better preserve the site's topography and improve the flexibility of recreational programming, which was a decision made through the negotiation between the design team and the stakeholders. In developing the schematic design, the Sasaki team highlighted the site's historical and cultural qualities. They reintroduced authentic historical looks of the site by hiring professionals including landscape historians and local heritage experts to cooperatively study the contextual built-environment changes, and the historical materials and craftsmanship. To ensure the financial sustainability of the site and maximize its success in both city-scale development and neighborhood-scale operation, the design team held an open forum to source input from local restauranteurs regarding types of dining and other demands[39]. Moore Square improvements were completed in 2019[35] and the City's Park Department took over the square's operations and maintenance. Neither the Counts team or the Sasaki team has conducted post-occupancy evaluations or other kinds of follow-up studies on the actual site usage, which are extremely necessary given the challenges to the square's operations and maintenance brought by the highly increased visitation after the square has been improved and become a major tourism destination in the downtown.

3.4 Case Study Summary

Referring to the threefold meanings of stewardship by Chanse—being an ethic, an approach, and an outcome—the results of the case studies are summarized as follows:

1) Ethics of stewardship is the essence of landscape stewardship practices. As is shown in the cases, landscape architects demonstrate their attachments to and responsibilities and care of the landscape; they also possess modesty, discernment, and enthusiasm in face of the ever-changing socio-ecological systems—these traits and abilities are the crucial driving forces in their stewardship practices, and also the core of stewardship ethics. Concluding from the case studies, contemporary public landscape stewardship practice can be understood as the management efforts predominantly driven by the landscape architect's long-term duty and proactive care to create a sustainable landscape for the site.

2) The ethics of stewarding public landscapes can be realized through on-site working principles and approaches, which embody in the cases as: respect to and investigation on the history and culture of the site; emphasis on daily operations of the site and constant reflections on its future development; moderate-growth development of the present; synergic management of tangible and intangible assets of the site; long-term cooperation with and learning from professionals with various expertise; and keeping in touch with communities and stakeholders for potential resources.

3) The outcome of stewarding public landscapes is mainly achieved by the site upgrades responding to the changing social and economic demands, which usually

设计方案，这类规划设计方案不仅仅致力于解决当下的问题，更着眼于场地的长期效益，提出战略性的（而非细节层面的）、启发性的（而非限定性的）、分步进行的（而非一步到位的）策略，确保场地发展符合未来社会发展方向、机构和地区愿景。

除了场地尺度的差异外，案例研究还体现了公共景观看护实践在以下几方面的差异性：

1）看护策略的出发点不同。这是由于景观师个人理念的差异及场地需求的不同——例如杜克大学校园景观的看护实践从“保育土地及校园文化”出发，而NCMA博物馆公园则以“优化使用者主观体验”为出发点。

2）项目内部与外部的话语权不同。摩尔广场由于其纯粹的城市公共绿地性质，在设计实践中对公众参与程度的要求较高，景观师拥有的自主权（此处指不向外部利益相关方妥协、自主把控专业事务的能力）较小；而杜克大学校园景观和NCMA博物馆公园属于园区附属绿地且主要服务于文化、教育需求，法律对公众参与的要求较低，景观师的自主权较高。

3）看护者的聘用模式及教育背景不同。公共景观看护者的职位根据机构需求可以内设也可以外聘，且看护者也不限于具有景观设计教育背景的从业者。

4 讨论

4.1 基于案例研究的公共景观看护实践经验总结

案例研究结果表明，可以对与城市居民日常生活紧密联系的公共景观进行高质量的景观看护实践，而且这类实践与场地的功能和主导看护实践的景观师密切相关。场地功能的不同意味着场地发展的总体目标（取决于社会、经济和环境三大层面的权重）、优先考虑的目标群体，以及资金来源和公众参与程度等方面的差异。主导看护实践的景观师也会因为其所擅长的领域、是否具备景观专业教育背景，以及是否为机构内设等的不同而对看护活动产生影响。

由本研究中的杜克大学案例和NCMA案例可以推断，附属于重要文教机构的公共景观空间较易开展看护实践，因为这类机构通常具有相对稳定而长远的发展目标、开放稳定的内部氛围和较强的景观需求，对外有较强的政治话语权和独立于城市开发项目的场地边界，并且通常都不

take the form of developing and implementing new master plans for the site. Those plans aim at not only addressing problems of the present, but more importantly, ensuring the long-term benefits of the site, by proposing goals and strategies for phased implementation and inspiring constructive ideas for the future, to meet the visions of an institute, a region, and the society.

In addition to the difference in scales of sites, the case studies also show other variations that public landscape stewardship practices may have:

1) Different purposes of stewardship approaches. The stewardship is largely defined by the landscape architect’s personal philosophy and the development goals of the site. For example, Duke University approaches campus landscapes primarily by conserving land and campus culture, while NCMA emphasizes improving the users’ experience.

2) The autonomy of the landscape architect varies. Designing Moore Square requires a higher level of public participation because it is a municipal open space; the landscape architect possesses less autonomy (i.e. the ability to self-govern professional affairs without compromising to external stakeholders). Whereas the Duke campus landscape and the NCMA Park are open spaces attached to institutional grounds, which requires the stewardship to chiefly serve cultural and educational needs, thus allowing the landscape architects to possess greater autonomy.

And 3) the modes of employment and the educational background of the stewards vary. As shown in the cases, whether in-house or outsourced employment for stewarding the public landscape sites depends on the institution’s circumstances. It is also shown that the educational background of the stewards is not limited to landscape architecture.

4 Discussion

4.1 Lessons About Public Landscape Stewardship Practices From the Case Studies

The case studies indicate that high-quality stewardship practices can be achieved in public landscapes that are closely connected with people’s daily life. Such stewardship practices highly rely on 1) what functions the site intends and 2) who takes the lead in practicing stewardship. Difference in intended functions leads to different developmental goals, priority user groups, funding sources, public participation processes, etc. The stewards’ expertise, educational background, and mode of employment also influence how the stewardship practice is executed.

It can be inferred from the Duke and the NCMA cases that stewardship practice is more likely to take place in public open spaces attached to large cultural or educational institutions. This conclusion makes sense because these institutions, as in both cases, internally have steady and long-term goals, an open and stable work culture, and high demands for landscaping, while externally, have strong independence from political factors and clear site boundaries that distinguish the institutions from surrounding urban developments. In addition, these institutions normally have funds for high-quality landscape design, management, and

乏财力支持高质量的景观设计、管理和维护。相比而言，除了具有一定历史文化价值的场地以外，一般的公共景观不具有上述优势。

在看护者的聘用模式层面，杜克大学和NCMA案例说明内设景观师模式可能更适用于具有一定规模的“园区”性质的机构。不难理解，这类机构具备设置景观师内部岗位的财力和刚性需求。在美国，这类机构还包括以纽约中央公园保育委员会为代表的私有非营利性公园管理组织。摩尔广场案例中的外聘景观师模式通常涉及不同的景观事务所在不同历史时期的实践，但也存在同一景观事务所对场地的再次甚至多次实践，如Sasaki事务所20世纪60年代的波士顿科普利广场设计及于2020年开始的对该广场的再设计项目[40]。

相较于外聘景观师，内设景观师通常对机构发展方向的理解更深刻、在机构内的话语权较强，因此更利于保持场地景观主要发展目标的稳定。执行外包项目时，内设景观师一方面作为具有景观专业知识的客户方代表，可以充当协调者和领导者的角色推动项目高效进行；另一方面，内设景观师作为直接的在地使用者之一，其对于场地条件的洞察和实际需求的理解常常是超出外聘团队的。但内设景观师模式也存在人力成本高的缺点，以及缺乏变革动力的风险。

外聘景观师模式是伴随景观游憩的平民化，景观设计的职业化、市场化，以及设计方法的现代化而产生的，其被罗伯特·A·斯卡夫描述为“外部”的看护[1]，它不要求景观师持久扎根于场地。这类看护模式利用景观团队职业化的设计伦理和方法，及其在设计表达、市场营销等方面的优势和丰富经验，供给了大量景观产品，但也面临着忽视场地精神和使用者真实需求的风险[1]。因此，选择适合场地自身的看护模式，或者将这两种看护模式相结合，是实施景观看护活动前需要重点考量的议题。

看护的伦理内核使看护主体——景观师或土地所有方认同长时间跨度的、以长远利益为目标的可持续经营，否则景观师也不可能在同一场地、同一岗位上长期值守。“Stewardship”以其带有宗教色彩的道德属性[41]，把土地的永续经营与个人的高尚品质紧密联系，以至于霍夫在多篇谈及个人从业经历的文章中都提到，之所以在杜克大学坚持看护实践至今并致力于传播景观看护理念，是源于他20多年前在纽约中央公园工

maintenance. The other types of public landscapes, however, do not have such advantages, except for the ones of historic or cultural significance.

For the steward’s mode of employment, both the Duke and the NCMA cases imply that in-house employment of the landscape architect may be more suitable for the institutions that occupy a campus area, because they often have a stronger demand for landscaping and the financial capacity to do so. In the United States, such institutions also include private, non-profit park management organizations such as the Central Park Conservancy in New York. The employment of outsourced landscape architects, as shown in the Moore Square case, is charaterized by a landscape designed by different landscape teams in different periods of time. In some cases, one single landscape firm would provide services to the site for more than once: for example, having designed the Copley Square in Boston in the 1960s, Sasaki was commissioned with its redesign in 2020[40].

Comparing to outsourced landscape architects, in-house landscape architects have a deeper understanding of the institution’s developmental goals and a stronger say within the institution, thus contributing to a steady growth of the institution’s landscape. In an outsourced project, the in-house landscape architect, on the one hand, can act as a coordinator and/or a leader on behalf of the client to push forward with constructive progress; on the other hand, being an immediate local user, they can provide much deeper site-specific insights than outsourced landscape architects. But the mode of in-house employment also involves disadvantages, including a higher cost of labor, and a risk in lacking initiative to change.

The employment of outsourced landscape architects develops along with the popularized landscape recreation among ordinary people, the professionalization of landscape architecture field, the marketization of design industries, and the modernization of design techniques. It, referred to as an “external stewardship” by Robert A. Scarfo[1], does not require the landscape architect be grounded on-site for quite some time. Taking advantage of the professionalized design ethics and approaches, the outsourced landscape professionals utilize their specialty and rich experience in design representation and marketing to supply a great number of designed landscapes as commodity products. The implicit concentration on the site’s market values, however, can cause this mode of employment to take risks of neglecting spirit of site and authentic needs of local users[1]. In general, adopting either one of the modes of employment mentioned above or a combination of both should be thoroughly discussed when planning the stewardship that is tailored to the site.

The ethical essence of stewardship motivates the stewards—the landscape architect or the land owner—to value long-term sustainable management of site, so that the landscape architect is able to take responsibility for a single site and a single position for such long time. Rooted in religious thought[41], the concept of stewardship regards the belief in sustainable land management as a personal virtue, which is implied in Hough’s several articles stating that his persistent stewardship practice at Duke and efforts to advocate the idea of landscape stewardship are sourced from his work experience at New York’s Central Park more than 20 years

作期间接触到的关于“景观看护”的理念[42]~[44]，他曾提议“将景观看护作为一种伦理嵌入学生与年轻景观师的职业目标”[44]，由此可见“看护”作为伦理对景观师价值观养成、对促进看护产生成效的长期驱动力。厘清看护的伦理内核，将有助于看护理念及看护实践的进一步研究和推广。

4.2 中国发展公共景观看护的必要性及前景

美国当代公共景观看护实践的产生和发展拥有一系列不同于中国景观实践的环境条件。首先，景观的看护精神来源于私有土地制度及其悠久的土地保育文化，土地所有人将土地的可持续经营和永续的世代利益作为重要目标。第二，美国当代景观看护实践经过不同时期的发展——包括对于当今现代化和全球化问题的回应——已形成了较为成熟的理念、理论和方法。第三，包括美国在内的西方国家在景观管理和运营方面已相当成熟，场地的后期经营是土地所有方和管理方的关切重点之一。第四，政治博弈、市场供给、公众参与和资金筹集等原因使得美国公共景观的建设周期通常较长，而对公共景观长期效益的维持常常受法律及政策的要求或鼓励，或是出于建设和运营资金募集的需要。第五，美国的大众游憩文化重视对历史和集体记忆的保存、对生态环境的保护，以及基于环境正义的土地开发。

尽管尚未有学者提出如何量化景观看护的成果，但本文的案例研究表明，公共景观看护具备在社会、经济、环境三个维度下提升场地所在区域可持续性和韧性的潜力。在杜克大学校园景观和摩尔广场案例中，公共景观看护最突出的社会贡献之一在于通过传承场地特征和集体记忆，增加景观的吸引力、持久性和独特性，提高社区认同感和归属感，有利于社区居民为社区和场地做出更多的经济贡献。此外，传承了场地特征的公共空间有利于保存社区现有居民的文化习俗，一定程度上比完全翻新的公共空间更有利于促进社区的环境正义[10]。保存了历史文化的公共空间亦在城市更新中具有商业促进价值[46]。

公共景观看护由于其公众参与属性，还可以与社会组织、地方性环保活动或社区自组织项目合作，提升参与者自身能力及社区的整体健康

ago[42]~[44]. In addition, he once recommended embedding landscape stewardship, as an ethic, into the professional goals of students and emerging professionals[44]. All this mirrors the capacity of stewardship being an ethic to nurture landscape architects' professional virtues and to motivate their stewardship practice in a long time span. Better understanding the ethical essence of stewardship will help enhance the research and promotion of the stewardship concept and practice.

4.2 Promoting Public Landscape Stewardship in Contemporary China

The environment for the emergence and development of public landscape stewardship in the United States sees several contributing factors that are very different from that in current China: 1) The spirit of landscape stewardship is rooted in the private land ownership and the long-standing tradition of land conservation, where land owners consider sustainable management and benefits of future generations one of the most important goals of the site. 2) Having developed through different phases, including those of modernization and globalization, today's landscape stewardship practice in the United States has formed extensive concepts, theories, and approaches. 3) Western countries including the United States have advanced principles and techniques for managing and operating landscape sites, which is a common concern of the land owner and the manager in those countries. 4) For reasons in politics, market supply, public participation, fundraising, etc., public landscape projects in the United States usually take a long timeframe; long-term performance of public landscapes is often required or encouraged by laws or policies, or as prerequisites for construction/operation fundraising. And 5) the public's recreational activities in the United States are dedicated to historical legacies and collective memories, environmental protection, and land development based on environmental justice.

Despite that no research can be found regarding how to quantitatively measure the outcome of landscape stewardship practices, the cases studied in this article have shown the potential of public landscape stewardship to enhance local sustainability and resilience in social, economic, and environmental dimensions. In the Duke and the Moore Square cases, one of the most important social benefits of landscape stewardship was the preservation of site characteristics and collective memories, which increased the recreational attractiveness, persistence and uniqueness of the sites, and in turn, increased local residents' sense of identity and belonging. These will also encourage the residents to economically invest in the community and the site. Additionally, open spaces containing preserved site characters help maintain the existing cultures and customs of communities, which contribute to environmental justice to a greater degree than fully renovated spaces do[10]. In urban renewals, open spaces of historic and cultural characteristics can also play a role in attracting commercial uses[46].

Public landscape stewardship, because of its public nature, will also be able to engage social organizations, local environmental activities, and grassroots

水平。在NCMA案例中，当地学生参与场地植物的日常养护有利于得到情绪疗愈、了解景观设计和园艺方面的知识；对博物馆方面而言，这不仅降低了维护成本，也有利于实现其培养具备责任感和团队意识社群的教育使命。康奈尔大学公民生态研究室多项针对城市社区居民自发组织的环境看护活动的研究表明，居民参与环境看护活动不仅会改善参与者的身心健康状态，还有利于降低犯罪率[47]。

随着中国城市逐渐步入存量发展阶段，这种强调责任与伦理的景观永续经营方式显示出了对土地保育、城乡规划设计、园区景观管理，以及社区韧性提升的积极作用，值得研究和实践推广。基于本文的案例研究，笔者对中国公共景观看护发展提出如下建议：

1）摒弃“新的总是更好的”“保留原状是缺乏创新力的表现”“追求速度与尺度”“一步到位的规划设计”等观念，强调看护的伦理内核，培养对场地历史文化的尊重及面向未来世代的永续发展思维，促进全社会重视对土地的责任，鼓励在面临外部挑战时保持敏锐和克制。

2）结合示范项目，向委托方、政府与公众宣传景观看护和可持续发展理念；借鉴“景观绩效系列”④的做法，以定性和定量的数据直观呈现景观带来的经济、社会和环境效益[48]。

3）敦促政府部门制定有关景观长期效益评估及将其作为官员绩效考核、财政拨款依据的法规、政策；在景观设计行业内加强设计伦理的教育和实践、制定有关设计伦理的行业宣言或标准。

4）中、大型公共空间的管理者或运营者可聘用机构内设的景观师，从事长期的场地景观看护活动，并与高水平的景观及相关专业团队保持长期合作。

5）增进景观设计者与场地的直接接触。当代设计实操中，景观师常常不得不远程设计作业，且项目完成后也较少对场地保持跟踪研究，这种与最本真的土地分离的实践方法不利于景观师的职业素养提升，也不利于景观的持久和健康。因此有必要进一步呼吁景观师的驻场设计和使用后评估。

④ 景观绩效系列是由景观设计基金会按照“循证”的景观设计理念推出的一套在线互动资源，为设计师、咨询机构和倡导者展示景观绩效的价值，提供评估绩效的工具，并给出可持续景观的解决方案（参见参考文献[47]）。

community pragrams, thus improving the participants' abilities of their own and the overall health of the community. In the NCMA case, local students engaging in managing plants not only gained emotional recovery but also some knowledge about horticulture and landscape architecture—to the museum, these volunteering also helped cut down the maintenance cost as well as create an opportunity to foster the museum's educational mission for the local communities in team spirit and sense of responsibility. The Civic Ecology Lab at Cornell University has concluded from several studies regarding urban residents' self-govern environmental stewardship activities that such activities can improve the health conditions of the participants and also reduce the crime rate of the community[47].

As cities in China enter into an era of inventory development, the public landscape stewardship, a means to managing sustainable landscapes which emphasizes responsibilities and ethical virtues, has shown its practical implications in areas such as land conservation, urban and rural planning and design, campus landscape management, and community resilience. Further research and practices concerning public landscape stewardship in China should follow. But, in this article, the following approaches suggested by the case studies may contribute to a starting point:

1) It is important for landscape professionals and stakeholders to give up ideas like “change is good,” “preserving is a lack of creativity,” “be quick and be big,” and “finalized planning and design schemes.” The ethics of stewardship should be emphasized in and beyond the profession to nurture the respect for history and culture, the responsibility for land, the modesty and discernment when facing external changes, and the way of thinking for the benefits of future generations.

2) Landscape professionals can use demonstration projects to increase the awareness of clients, government, and the public about stewardship and sustainability. The methods of the Landscape Performance Series② can be used to display qualitative and quantitative data about the landscape's social, economic, and environmental benefits in ways that non-professionals can easily comprehend[48].

3) The government should develop laws and policies which adopt the long-term performance evaluation of landscapes as part of the criteria for official performance assessment and fund allocation. Landscape architecture associations should also reinforce the training and practice of design ethics, and draw up related statements and standards.

4) Projects of medium- and large-sized open spaces can employ in-house landscape architects for long-term stewardship practices. The stewards also need to keep long-term collaboration with quality teams in landscape architecture and other related fields.

5) Landscape architects should enhance their immediate contact with the site. In current design practices, landscape architects have grown used to off-site design workflows and lacked follow-up tracks of the site. This betrays the ties with the authentic land and contributes little to their professional development. It is necessary to further call for on-site design and post-occupancy evaluations.

② The Landscape Performance Series is a set of online, interactive resources built up by Landscape Architecture Foundation under the concept of “evidence-based” landscape architecture. For designers, consultants, and advocates, it demonstrates the significance of landscape performance, provides tools for performance evaluation, and offers sustainable landscape solutions (Source: Ref. [47]).

4.3 本研究的局限性

受限于笔者个人的工作和学习经历，本研究选取的案例均位于美国北卡罗来纳州研究三角区附近，其局限性包括：

1）研究三角区是全美人民收入[49]和受教育程度[50]较高的地区，而这两项因素与公共景观看护水平的关系尚待进一步研究。

2）由于美国与欧洲其他国家，以及美国各州之间的相关法规、政策、工作方法及文化、观念的不同，看护实践可能存在地区差异性。

3）本研究所选案例虽然代表美国公共景观看护领域的先进做法，但与大多数案例研究一样，案例不具有统计学意义上的代表性，即不具有概推性。其中杜克大学校园景观案例最为特殊，因为校方在景观建设方面的资金支持远远超过另外两个市政公共空间项目。

4）本文案例数据的采集和分析虽然满足研究框架的要求，但并不足以展示案例全貌。

5 结语

基于案例研究及文献阅读，笔者认为看护伦理是景观看护实践的核心，并将当代公共景观看护实践描述为以景观师对场地的长期责任和主动关心为主要驱动力的场地景观可持续经营。斯卡夫在回顾美国与欧洲国家的土地看护历史后论述道，当代景观师需要像曾经的土地看护人一样，与设计场地建立更多的联系、互动和依恋[1]。在该文发表30余年后，中国城市逐步进入存量发展阶段，中国景观设计界需要树立新的、更高的伦理和责任意识。

受限于笔者的个人经验，本文的关注点仅限于当代美国与欧洲国家的公共景观看护实践。中国等东方国家在传统园林或现代景观设计中的类似理念和经验，以及东方文化背景下看护概念在当代景观规划、国土空间规划、城市更新、社区景观改造等方向上的伦理、方法和应用场景亟待同仁们做进一步研讨。**LAF**

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4.3 Limitations

Restricted by the author's personal work and learning experience, this research selected case study sites only in the Research Triangle Area in North Carolina. This leads to the following limitations:

1) The Research Triangle Area has a population of higher income[49] and bachelor's degree percentage[50]. The relevance between these two factors and the level of landscape stewardship needs further study.

2) Due to the differences in laws, polices, workflows, and cultures between American states, and between the United States and the European countries, the stewardship practices may vary.

3) Representative as the studied cases are among landscape stewardship practices in the United States, they do not necessarily have implications in statistics, nor any application importance to other sites. Duke University is probably a very special case in terms of the funding supports which is far exceeding over the other two cases.

4) The case study data were collected and analyzed according to the research framework, which may not show a complete picture of the sites.

5 Conclusions

Based on the case studies and the literature review, the author concludes that the ethics of stewardship is the essence of landscape stewardship practices. In turn, a contemporary public landscape stewardship practice is outlined as: the management efforts predominantly driven by the landscape architect's long-term duty and proactive care to create a sustainable landscape for the site. After reviewing the history of stewardship in the United States and European countries, Scarfo comments that contemporary landscape architects should learn from the former land stewards to develop closer contact with and attachments to the site[1]. 30 years after Scarfo's comment, Chinese cities are progressively entering an era of inventory development, which demands new and greater senses of ethics and responsibility in Chinese landscape architecture profession.

Based on the author's personal experience, the focus of this article is on the public landscape stewardship in the United States and European countries. Related concepts and practices from eastern countries like China, in either gardening or modern landscape architecture, are in need of further research. Moreover, from the eastern cultural perspective, the ethics, approaches, and application scenarios of stewardship in academic and practical fields such as landscape planning, territorial spatial planning, urban renewal, and community landscape improvement also need exploration. **LAF**

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