

"Career Development for Planners: Challenges and Future" Academic Pen Talks

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[Editor's note] The career development of planners is closely related to the urban and rural planning industry. In the current new period of urbanization and transformation, the urban and rural planning industry is facing unprecedented challenges. Influenced by the macroeconomic environment and operation cycle, the scale of planning business has been reduced and the types have changed; the comprehensive reform of the territorial spatial planning system requires the conversion of new planning content and knowledge system; the empowerment of digitalization and artificial intelligence technology has brought about an iterative updating of planning technology; and the conversion of domestic and international environmental situations has prompted planning organizations to shift from "coming in" to "going out". The transformation of the domestic and international environmental situation has prompted planning organizations to shift from "coming in" to "going out". Once sought after by most people, the planning profession has been subjected to a lot of "verbal abuse" in recent years, and the Internet is full of dissatisfaction with the planning profession, "salary cuts," "switching to another profession" "work intensity" "low cost-effective" and other words frequently with the "planner" accompanied by the top of the hot search. Many people have questions: can planners still be a lifelong career? How should their career development direction be positioned?

We must realize that the transformation and change of the industry is facing pain, and at the same time, it also promotes the continuous construction of new knowledge, new technology, new business, new mode and new system of planning. At present, it is very urgent to deeply explore the future and development direction of the planner profession. To this end, the editorial board of the journal invited 10 experts to conduct academic talks on "Career Development of Planners: Challenges and Future". The experts discussed the topic from three aspects, including industry changes, career challenges, and transformation responses, and their views are presented as follows:

① Change in the industry

The experts emphasized the changes in the background of the industry that planners' career development is facing nowadays from three aspects, such as the law of urban development, the transformation of economic and social development, and the reform of the national spatial governance system. Zhao Yi believes that China has entered the middle and late stage of urbanization, and high-quality development is an inevitable requirement, but the quality of urban and rural development is still to be improved, and the transformation of urban development mode is becoming more and more urgent, which puts forward higher requirements for planning. Ma Xiangming pointed out that in recent years, the business of planning organizations has shrunk, the income of practitioners has declined, and the enrollment scores of urban and rural planning majors have declined precipitously, which has brought great confusion to practitioners, and put forward the new development stage of the urban and rural planning work content of the three new needs. Zhang Lipeng emphasized that China's economy is facing the triple pressure of demand contraction, supply shock, and weakening expectations, and is experiencing a period of economic growth gear shift and structural adjustment pains, and urban construction has entered a parallel stage of new construction and renewal from the rapid development stage. Zhang Shangwu believes that the national spatial planning system is under construction in the context of the reform of the national spatial governance system, and that insufficient attention has been paid to the study of planning and regulation policies in the face of the requirements for the transformation of planning into a spatial governance tool and public policy.

② Occupational challenges

Experts agree that the urban and rural planner profession is facing great challenges at the present time. Zhu Mo is concerned about the impact of the industry's shrinking market on planners, and believes that the reason for the shrinkage is that the current real estate market is characterized by elevated risks in business operations, increased financial pressures on local governments, and a significant reduction in the scale of development and construction activities, presenting a situation of "too many monks, too few

porridge". Shi Huaiyu believes that the continuous innovation of planning technology means, traditional planning means, empirical science, classical theory, norms are required to gradually expand to big data analysis, and even artificial intelligence-assisted decision-making, is a huge test faced by planners. Yu Sijia proposed that the change of values in traditional urban and rural planning has brought challenges, and from the perspective of defining "what is good planning" and "what is sustainable planning", he thought that the current multi-dimensional value judgment and weighting design has put forward higher planning achievements requirements.

(3) Transformative response

Responding to the background and challenges of the current industry, the leaders of the institute did not lose confidence and believed that planners should strengthen their core competitiveness. Wang Fuhai emphasized that no matter how the external situation changes, the spatial problem is always the problem that the urban planning profession has the ability to solve and the most say in the process of urban development. Sun Juan pointed out that planners should solve urban problems, search for scientific logic, adapt to process thinking, and embrace uncertainty in certainty, and believed that planners are born optimists and are engaged in a profession that always believes in a better future. Yuan Xin believes that: in the face of multiple challenges, planning organizations should strive to extend the value chain with space as the core; the industry needs to change its mindset and increase its investment in technological research and development to explore the application of new technologies; and the supply and demand sides of the market must cultivate an innovative professional team to enhance the overall technical level of the industry. Are all leaders optimistic, or do optimistic people become leaders? The editorial board of the Journal of Urban Planning has recorded the special thought-provoking contributions of the experts in this issue of the PEN Talks, and we believe that our readers will benefit from them and look forward to your feedback to the editorial board of the Journal of Urban Planning on your own learning experiences and further reflections, as well as your comments and critiques on the PEN Talks in this issue.

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Career development for planners: transformation and adaptation

Ma Xiangming (Chief Engineer of Guangdong Urban and Rural Planning and Design Institute, Master of Engineering Survey and Design of Guangdong Province)

The urban and rural planning industry has been severely challenged in recent years: the business of planning organizations has shrunk, the income of practitioners has declined, and the enrollment scores of urban and rural planning majors have fallen off a cliff. This situation has caused unprecedented confusion for urban and rural planning practitioners.

The reasons for the confusion are generally attributed to three views: ① The relevance of the national planning system structure; ② the emergence and application of new technologies; ③ the end of the urban land finance model. The first and second reasons appeared earlier, mainly on the planning methodology, paradigm of doubt: do so many years of technical methods are not applicable? The third reason, which appeared in the last two years, is a serious problem: the work done for so many years is gone? The technical method is not right can learn, but the work is gone, then the organization is going to be scattered, people are going to lose their jobs, how can this not make people confused?

Indeed, in terms of the stage of development, China's urbanization has entered the mid-to-late stage, with countryside

It is an objective situation that the transfer of population from villages to cities is decreasing, which makes the demand for new spatial expansion in cities decline, so naturally the demand for new spatial planning is also weakening, land is not selling well, the government's finances are tight, and the funding for planning is also decreasing, but at the same time as the old demand is declining, the new demand is also being generated. Therefore, I prefer to think of this phenomenon as a fundamental shift in the demand for the content of urban and rural planning work in China's new stage of development, with the new demand coming from three main sources.

First, the establishment of the national spatial planning system has opened up new demands for the

urban and rural planning industry. In the past, urban and rural planning was limited to urban areas, and although there has been an expansion to the countryside after the revision of the Planning Law, and urban planning has become rural and urban planning, it is still essentially a planning business for urban areas. Under the new territorial spatial planning system, mountains, water, forests, fields, lakes and grasses are governed as a system, which has given rise to new businesses such as nature reserve planning, ecological restoration, land remediation and spatial datatization, which used to be outside the scope of the business of urban and rural planning organizations, but have now entered the vision of the planning organizations to expand their business, which has undoubtedly injected a new vitality into the business of urban and rural planning organizations.

The second is the transformation of national development. In the past, the development of Chinese cities was based on the transfer of industries under the globalized system of division of labor, and under the mode of "big-in, big-out", the construction of space became an important engine of urban development. With the rise of global trade, the big-in, big-out model has changed, and under the new model of domestic and international double-cycle, without the injection of global industrial transfer on a large scale, the demand for spatial construction has also weakened, and the demand for spatial planning has also declined. However, we also need to see that the space produced during the period of great inward and outward movement was in response to the pattern of great inward and outward movement, for example, in the city too much space was allocated to the production field. After the shift to a domestic and international double cycle, new kinetic energy has to originate from innovation, not from industrial transfer, which requires the adjustment and renewal of the spatial structure of the city for reuse. So the paradigm shift brings not only a decline in the incremental demand for space, but also an urgent need for the renewal and transformation of the stock of space.

Third is the new demand for Chinese-style modernization. In the past, the development of Chinese cities was oriented to economic growth, which some people called the urban growth machine, and the value-added accumulation of capital became the dominant principle of spatial resource allocation. This resulted in the spatial monotony of a thousand cities. The proposal of Chinese-style modernization needs to balance the needs of material civilization and spiritual civilization as well as the demand for diversified space for the common prosperity of all. This will also create new demands for the renewal and reconstruction of the stock of space, and even new demands for a beautiful China and beautiful cities and towns for the land space outside the urban construction zones.

These three needs will deepen with the development of society and economy, so as long as China's economic and social development does not stagnate, these needs for spatial optimization and integration will not stagnate. However, it should be said that these social needs, such as ecological restoration, land preparation, etc., have already been provided by a variety of professionals and organizations, and what are the core competencies of the urban and rural planning profession or planners in them?

We have to see that the most prominent ability of the town and country planning profession is in fact systems thinking and comprehensive problem-solving ability. Because urban and rural planning faces the city, which is a complex system, the talents trained in urban and rural planning are superb in their understanding of complex systems and their ability to solve problems in an integrated manner. This allows people specializing in urban and rural planning to be able to face such problems as ecological restoration and land preparation, and often be able to combine them with people's needs on the basis of systematic governance to provide a more complex and comprehensive solutions, which is even more advantageous in the renewal and reconstruction of urban stock space.

Of course planners also need to revolutionize their skills to meet new demands, such as in the
When dealing with new businesses such as ecological restoration and land remediation, it is important to learn more about new concepts and methods from related professions. It is in the familiar field of urban stock space that the demand for skills has changed dramatically. In the past, under the model of "big in, big out", as long as the level of space creation is enough, and the operation cost is low enough, this can absorb a large number of industries to move into the city. With the industries moving in, the population also flooded into the city. But with the shift from the big-in, big-out model to a domestic and international double cycle, there is no longer an unlimited supply of new industries, even if the quality of space is high enough and the cost is low enough. New momentum comes from the ability to nurture and

develop itself. Therefore, the development mode of high turnover of urban space has changed, and the high turnover of space has created a strong demand for spatial program design capability. Therefore, the demand for planning and design has shifted from the demand for spatial program capacity to a careful study of local problems and new needs. Some people say that this is a kind of companion planning: providing spatial planning and design services along with the growth of the place. I think this is one of the most profound changes happening in the planning profession right now. Accompanying planning requires us to have enough observation and research ability. If planning and design used to focus on programmatic capabilities, now it requires us to have a stronger ability to identify problems, understand them and solve them.

The need for space optimization will not be stagnant as long as societies and economies continue to develop.

So I think the future of urban and rural planning is still bright. However, the transformation of Chinese society towards high-quality development will also be mapped to a shift in the demand for the profession of urban and rural planning and the skills of planners.

Transformation and adaptation are issues for the entire Chinese society today, and urban and rural planning is no exception.

Embracing change and facing challenges head on

Shi Huaiyu (President of Shaanxi Urban and Rural Planning and Design Institute, Professor-level Senior Planner)

In the past two years, the planning industry has produced many changes in the type of business, work content, service mode, market environment and technical means, which have brought great challenges to planning organizations and practitioners. The market environment of the industry has become more complex, low price competition is common, and the technical means of planning have been constantly revolutionized, gradually expanding from traditional planning means, empirical science, classical theories, and normative requirements to big data analysis, and even artificial intelligence-assisted decision-making. We all feel the "winter" of the industry. After decades of rapid expansion of urban and rural construction, in the context of high-quality development in the new era, our planning team is required to change our thinking, change habits, show "embroidery" kung fu, and move towards more refined and diversified services. The road is long, the line will be. "On the way forward, wind and rain are the norm." We cannot change the times, but we can change ourselves. Embracing the changes of the times and facing up to the challenges, I think we still have a lot of directions to work on.

In-depth "localized" services. The advantage of local planning organizations is their in-depth understanding of the local situation, and long-term tracking services rooted in the local area are very helpful for planning and implementation. Based on Shaanxi's own characteristics, we pay long-term attention to local socio-economic development, familiar with regional cultural characteristics, work on the idea of "key issues, key research; individual problems, targeted research; long-term issues, tracking research; new types of issues, prospective research", take the initiative to plan and innovate the technical approach, in-depth "localization" services for the province and local urban and rural areas, and provide in-depth services for the province and local urban and rural areas. The "localization" service, which provides advice and suggestions for the province and local urban and rural construction, meets the requirements of the closed-loop work of territorial spatial planning to construct planning research, preparation, implementation, evaluation, feedback and maintenance. From a practical point of view, it is these "accompanying" service teams that have consolidated the fundamentals.

Diversification of services. Times are changing, and the "product" of planning also needs to be Change. The city government is still the main service object of the planning industry. With the changes in the environment, development enterprises, banks, communities, villages and so on also have great professional needs, and it is very worthwhile to explore how to tap into these needs, create diversified "planning products" and provide diversified services. We once participated in a project of a foreign financial and investment institution, and in view of the good basis of cooperation and the recognition of our professionalism by the other party, we subsequently established contact and formed a long-term stable cooperative relationship. There are also many cases of win-win cooperation in which we have used our local advantages to serve development enterprises and provide rationalization solutions. Our

village planners, accompanying villagers, plan together to improve the rural habitat. With the advancement of complete community construction, there is also a demand for "community planners", who utilize professional knowledge to help community construction projects and build bridges between builders and residents. Changes are external, what remains unchanged is our professionalism, we just need to consider how to use our expertise to create new products in different situations, to find a way to survive, and to open up new possibilities for planning organizations and planners.

Formation of "cross-border" teams. Diversified services necessarily require multidisciplinary teams.

Moreover, land spatial planning involves the construction of economic, cultural, social and ecological civilization, as well as urban competitiveness, sustainable land use, infrastructure development, tourism development, rural revitalization, land reorganization, etc., and its complexity and multidisciplinary nature require the formation of cross-boundary integration of practitioners. At the same time, big data analysis, "AI+remote sensing" technology, CIM, smart city and artificial intelligence have become important technical means for planning. From the viewpoint of these new requirements, it is difficult for a single professional technical team to adapt to the new industry development needs, and a "cross-border" and "comprehensive" service team is an inevitable requirement.

"Public interest" responsibility. Town and country planning has strong public policy attributes, and planning organizations also have strong social responsibilities. Although this part of the work is difficult to be effective, as a local planning institute, contributing to the development of the local community is "the right thing to do". In our spare time, we visited the mountains and waters of Shaanxi, and organized and formed the

The book "Ancient Villages in Shaanxi" not only serves as a survey and mapping of established ancient village resources, but also contributes to the promotion of Shaanxi culture. In addition, we also actively build a platform for technical cooperation and academic exchanges, and organize academic exchange activities, training, etc., contributing to the cultivation of talents in the local planning industry.

Grasp new major opportunities and promote innovation and breakthroughs in the planning industry

Zhang Lipeng (Party Secretary and Chairman of Liaoning Urban and Rural Construction Planning and Design Institute Limited Liability Company)

1. Respect the law, objectively view the industry's difficulties and challenges

In recent years, by the new crown epidemic, the international situation and the macro environment and other multiple factors, China's economy is facing a contraction in demand, supply shocks, the expectations of the triple pressure, is experiencing a period of economic growth shifting gears, the pain of structural adjustment period, the field of urban construction, as a barometer of urban development, but also from the stage of rapid development into the new construction and renewal of the parallel stage. As a result of this impact, the traditional planning and design industry has seen a reduction in the total amount of business and a decline in overall income, and some planning organizations have been forced by operational pressures to compress the positions of planners and adjust the salaries of their employees, which has brought about a negative impact on the employment and choice of careers for graduates of the planning profession, and has even affected the enrollment of relevant majors in some universities.

On the other hand, the state promotes the establishment of national land spatial planning system, reform and reorganization of planning management institutions, urban and rural planning, land, surveying and mapping, ecological, information technology and other institutions have entered the field to participate in the national land spatial planning, the planning market for a time, the planning market is in the market contraction of the planning industry competition is more intense. For planners, after the reform, the planning content, knowledge system, technical means, and management methods have all undergone major changes.

Change, planners face the pressure of learning a huge amount of knowledge in a short period of time, the difficulty of the Certified Town and Country Planner exam is higher than a year, comparable to the "national exam", jokingly called "national teacher". In response to the current problems and challenges of the planning industry, planning practitioners should keep the

Sober mind, objective and rational treatment. After 40 years of rapid development, China's economy has entered a medium-low speed development stage, which is the inevitable process of the long cycle of

economic and social development; the city from expansion to renewal is the objective law of the urban development stage, and the western developed countries have also taken the same road. Both planning organizations and planners should respect the law of development, adapt to the development trend, find breakthroughs in difficult situations, and seek new opportunities in the midst of opportunities.

2. Seizing opportunities and proactively responding to dilemmas and needs

Planning organizations are different from architectural, landscape and other design organizations, many of the business is in the middle of the market demand and government functions, so the next three to five years, I think that with the transformation of government functions, the planning industry will appear in a number of new business areas, will not be like the traditional architectural design market continues to decline, the planning organization should seize the opportunity to go against the trend.

First, new business in territorial spatial planning. The process of continuous improvement of the national land spatial planning system will generate new business volume in the preparation of detailed plans, special plans, technical standards, monitoring and evaluation, and database maintenance. The current round of land spatial planning has a long preparation cycle and will face revision and adjustment work after approval.

Second, the whole process of consulting business. In order to boost the economy, governments at all levels have issued a series of policy documents to launch some major projects and projects, and planning organizations can participate in project packaging and planning, feasibility study reports, planning and site selection, planning and design, construction and other work. Liaoning Provincial Planning Institute has explored and tried in the whole process consulting in the past few years, and signed strategic cooperation agreements with some municipal and county governments to provide a package of services, thus establishing a close partnership with the local community and stabilizing the market.

Third, urban renewal and rural revitalization operations. After entering a new stage of development, urban renewal operations and rural revitalization have become national strategies, which are also important elements of government governance. Compared with traditional planning, urban renewal and rural revitalization are more complex and delicate, and more professional, but often the more you go to the grassroots, the fewer people in the government and the more lack of professionals. Planning agencies can send multi-professionals to the grassroots to participate in urban renewal and rural revitalization work, provide whole-process, personalized technical consulting services, and shift from charging fees according to the planning area to charging fees according to the length of service, so as to increase the added value of labor with in-depth research, design and consulting services, as well as to enhance the planner's hands-on experience.

3. Innovation-driven, strategy-led embrace of the future

The 20th Party Congress proposes that we must insist that science and technology is the first productive force and deeply implement the innovation-driven development strategy. To cope with the macroeconomic downturn and industry challenges, planning organizations should take innovation and development as the fundamental and strategic way of enterprise survival. One is to integrate development and safety with the needs of people and urban and rural development in the new era, and to carry out technical research and innovative practices in improving the quality of urban and rural habitat, enhancing people's happiness, green and low-carbon, and urban safety and resilience. Secondly, we attach great importance to the application of new technologies and scenarios such as information technology and artificial intelligence in the planning industry, so as to empower planning and enhance quality and efficiency for enterprises. Thirdly, we emphasize the transformation of scientific and technological achievements and the construction of think tanks, transform research topics and planning achievements into major local strategies and government documents, and actively make suggestions for local development through political advice, so as to become a think tank of the local government and develop together with the city.

Maintaining Love, Deep Integration, and Innovative Development: Pushing the Planning Career to Open New Frontiers

Zhao Yi (Director of Jiangsu Urban Planning and Design Institute of Jiangsu Provincial Planning and Design Group, researcher-level senior urban planner)

After several years of unremitting efforts, the national "five levels and three categories" of territorial spatial planning is now in place.

The planning system has been basically established. In this process of continuous exploration and gradual improvement of theory and practice, planning workers in the fields of planning preparation, management and education have concentrated their efforts and struggled side by side, and have made extraordinary achievements. At the same time, it is also important to soberly see that the transformation of the development model and the "multi-planning" reform have profoundly affected the development of the planning profession and brought about a series of unprecedented challenges. For planners, changes in the knowledge system, work focus, personal development is expected to reduce the overall, so that planners show a certain degree of professional anxiety, the practitioner team is not stable enough compared to the past. For planning organizations, the overall reduction of business scale, technology integration is not thorough enough, the pressure of production and operation has increased, and most of the planning organizations obviously feel the "chill" of the adjustment period. Facing the future, we need to be firm in our confidence, gather consensus, rise to the challenge, maintain our professional love, broaden the field of planning practice, and promote the innovative development of the planning career.

1. Maintaining the love and confidence to improve planning professionalism

Correctly recognizing the changes and constants in planning. After urban and rural planning, land use planning, and main function area planning were "united" into territorial spatial planning, the fields and knowledge systems of planning objects were further expanded, involving the integration of more disciplines, and the content and methods of work also underwent major changes. However, we have to realize that the connotation and essence of planning have not changed substantially, and the starting point is still "people-centered", an "arrangement for the development and protection of the national land space of a certain region in space and time", and an empowering spatial sustainable development powerful initiative and an important part of the national spatial governance system. In the process of realizing Chinese-style modernization, new urbanization, regional coordinated development, urban renewal, rural revitalization and other national strategies need planners to participate in them. It should be said that the future of the planning profession is full of hope, and planners have great potential.

Enhancement of professionalism and competence. The team of planners is a high-quality group with a broad vision, good at learning and practice, receiving systematic education in multiple disciplines, solid professional training, perfect vocational training and rich practice honing. Seeing the rainbow after the storm, in the face of career confusion, planners should always maintain the love of the profession, adhere to the original intention of choosing planning, firm confidence in the development of the industry, continuous learning for the new knowledge system to check the gaps and make up for the gaps, to consolidate the foundation of professional development and skills, and to continuously improve the research ability, analytical ability, practical ability, innovation ability, digital ability, collaborative capacity, reporting ability and other professional competencies, and so on. Adapt to and meet the needs and changes of economic and social development in the new era, and empower yourself with continuous self-improvement.

2. Deeper integration, opening up tracks and increasing resilience in the planning industry

Improving the adaptive capacity of planning organizations through in-depth integration. In the face of changes in the field of business, superimposed on the macroeconomic environment and other influences, once accustomed to the planning methodology and logic of a certain degree of failure, a number of planning organizations to slow down the pace of development, showing a certain degree of maladaptation. However, we should see both sides of the coin, after the overall reconstruction of the land spatial planning system, the planning business field is broader compared to the past, and it is necessary to promote the further integration of knowledge and talents with different professional backgrounds, change the physical integration into chemical integration, and change the form of integration into the substance of the integration, and through the depth of professional integration to support the planning of the "compilation, management, and use of the ", and enhance the market competitiveness and adaptability of planning organizations. In recent years, our institute through the organization of "multi-planning integration, you ask me to answer" "everyone said" "lunch sharing" "innovation show " and other forms of communication and learning, constantly clearing the knowledge blind spot and learning from each other.

Open a new track around the natural resources field. Focusing on the "two unified responsibilities" in

the field of natural resources, we have adjusted and optimized the business layout of planning agencies. On the one hand, we will strengthen the foundation, prepare "five levels and three categories" of land space planning, give full play to the role of bottom-line control and strategic leadership of planning, and escort the high-quality development of land space. On the one hand, we will find another way to fully recognize the potential asset value of natural resources under the new development concept in the new era.

value, explore new business types around the protection and utilization of natural resource assets and value preservation and appreciation, such as natural resource asset allocation planning and ecological product value realization planning, etc., and strengthen the guidance of spatial planning on the protection and utilization of natural resources. In conjunction with the expansion of business fields, we will introduce technical talents in specialized fields such as natural resources, agriculture and forestry, ocean and ecology in a targeted manner, cultivate composite talents, and establish an all-industry chain talent team, so as to let talents of different specialties collide together, inspire each other and promote each other.

3. Innovate and develop, embrace change, and keep the planning business alive forever

(c) Enthusiastically embracing changes and challenges. At present, China has entered the middle and late stages of urbanization in general, and high-quality development is an inevitable requirement, but the current problem of unbalanced and insufficient regional development is still prominent, the quality of urban and rural development still needs to be improved, and the transformation of urban development mode is becoming more and more urgent, which put forward higher requirements for planning. At the same time, we have entered the era of digitalization, artificial intelligence and other new technologies are rapidly iterating, and the ideas, technologies and methods of planning and management are changing comprehensively, which will also profoundly affect all aspects of planning work. What is always the same is change, and the only certainty is uncertainty. In the face of the future, we have to face all kinds of challenges with an open mind and embrace change with enthusiasm.

Innovation promotes the development of the planning business. General Secretary Xi Jinping pointed out that "the national land is the spatial carrier of ecological civilization construction. To coordinate planning from a broad perspective and improve top-level design, we must first design the spatial development pattern of the national territory well." Territorial spatial planning is an important hand in guaranteeing the effective implementation of national strategies and promoting the modernization of the national governance system and governance capacity, which requires us to jump out of our comfort zone, rise to the challenge, maintain our determination, strengthen our resilience, accelerate the integration of planning teams, continuously innovate and develop, learn and use new technologies in keeping with the times, judge the relationship between development and protection more clearly, deal with the rigidity and elasticity more precisely, and identify and solve problems more accurately. It will also determine the relationship between development and protection more clearly, handle the relationship between rigidity and flexibility more accurately, identify and solve spatial development problems more accurately, design a good pattern of development and protection of the national territory, and promote the planning to play a more important role in the governance of the country.

Urban operations are the "second curve" facing planning

Wang Fuhai (Chairman of Shenzhen REAO Planning and Design Consulting Co., Ltd. and Executive Director of China Society of Urban Planning)

According to the general law of urbanization development, the era of rapid expansion and construction of Chinese cities has already passed and will irreversibly enter the era of urban operation. Over the past 40 years, the mechanism, management and technical system of urban planning have been centered on urban construction. With the change of era, the demand of traditional planning market naturally declines, while the planning service oriented to city operation is on the rise. Whether to continue the technical "involution" in the old era or to embrace the new era to explore the "second curve" of development is a question that the transformation of urban planning industry needs to face up to.

First, we should recognize urban operation in the dimension of national economic development. The furious urban construction in the past 40 years has not only provided the most important "container" for the fast-growing economic and social activities, but also become the most efficient "engine" of the local

economy under the mechanism of land finance. The planning work effectively promoted the high-speed operation of this engine, presenting a "boom period" for the industry. With the gradual decline of the land finance model, the amount of funds invested in the city has structurally plummeted, pulling down the efficiency of the whole society's investment. I believe that cities are still the most efficient area for investment under the new economic normal, but the main purpose of investment should shift from expanding financing channels to stimulating the domestic demand market, and the engine of the urban economy should shift from expansion of construction to stock operation. Through operation, the efficiency of public products and services can be improved, the surplus of income of enterprises and citizens can be expanded, the confidence of industrial investment and personal consumption can be boosted, and the city's finance can be shifted from limited and limited income from land sales to sustainable industrial tax revenue.

In the process of urban transformation, the role of planning should be shifted from mainly "setting up a good stage" to helping to "sing a good show", and the way of planning will no longer remain a "land grant tool" to pursue incremental expansion. The way of planning is no longer a "land granting tool" to pursue incremental expansion, but a public policy to serve the renewal operation of the stock.

Secondly, urban operation should be promoted in the dimension of the law of urban growth. In the long history of the development of cities around the world, large-scale rapid new construction is only a phase, renewal and operation is the normal development of a city. It has been more than three years since the central government proposed the implementation of urban renewal action, but many places still have not got rid of the path dependence of the idea of renewal, but only regard urban renewal as a real estate windfall of demolition and reconstruction, and local boutique alteration and upgrading. From the perspective of operation, all the behaviors of all owners, operators, and developers to the stock of properties through material or functional changes to improve the value of properties can be considered as urban renewal. While the new urban construction model is incremental, planned, directed, piecemeal, homogeneous, monotonous, and large-scale, the urban renewal model is stock, random, pervasive, decentralized, diversified, interesting, and small-particle, and the great contrast between the two is just like "Xiangqi" and "Weiqi". The tools for urban renewal and operation are no longer "rooks, horses and cannons" but "black and white pieces", but the players are taking the black and white pieces and making moves on the chess board! So urban renewal is not just a spatial update in form and function, but also a content update premised on efficient urban operation, or a mechanism update of urban development concepts, paths, modes, systems, governance, and so on. Planning has a certain professional advantage in the "blind man feeling the elephant" perception of the city by various industries, and it can make a big difference!

Thirdly, we should invest in city operations in the dimension of the industry's value role. Regardless of the external shape

However the situation changes, spatial issues are always the issues that the urban planning profession has the ability to solve and the most say in the process of urban development. In the last era, the role of planning was mainly a graphic language that met the requirements of permit management, and fulfilled the need for "translation" between real conditions and development blueprints, and between future revenues and current investments in the context of rapid expansion. In the era of urban operation, strengthening the ability to translate between spatial issues and financial and policy issues may become a new foundation for the planning industry. On the one hand, it is an important internal logic of future spatial planning to realize the cost reduction and efficiency of public goods and services through systematic and comprehensive strategies to bring into play the agglomeration and scale effects of cities. Matching the supply and demand of public services based on high-capacity transportation and financial balance, REITs incubation of various types of urban stock assets, and the path of realizing the value of urban eco-products, etc. are all new directions under the combination of space and finance. On the other hand, urban renewal should create more "living space" to meet the needs of increasingly rich economic and social activities. Here, "living space" is not only the vitality of the space often referred to in planning, but also in the flexibility of the adjustment of spatial forms. This requires the establishment of a set of more policy-inclusive "protocols" in addition to existing plans and rules to respond to the need for renewal permits in more contexts, both to reduce the institutional costs of urban operations and, in turn, to promote reform and innovation in planning and planning management.

In short, the transformation of economic and urban development has both shrunk the demand for traditional planning.

But it also reveals the vast market prospects under the "second curve" of urban operations. From the latter point of view, it is not that there is a surplus of practitioners in the planning industry, but rather that there are too few practitioners with an operational mindset! If an industry that looks to the future as its watchword can't even see its own development trends clearly, it will likely continue to dig into the few remaining "silver mines" while ignoring the "gold mines" that are not far away.

Exploring the future direction of the planning industry in a shrinking market and changing demand

Zhu Mo (Advisor of Foshan Talent Development Group, former Director of Foshan Urban Planning and Design Institute)

1. Planning for two major changes in the industry's development environment

Planning is a social practice project, the development of the entire planning industry is mainly affected by two major factors, one is the changes in the socio-economic environment, and the other is technological innovation. At present, both factors have undergone significant changes, marking the planning industry into the transition of the pain period.

In terms of the socio-economic environment, the development and growth of the planning industry in the past 20 years has relied on the land economy and land finance. A series of institutional reforms, such as reform and opening up, land compensation system, and tax system reform, have kicked off China's rapid urbanization process, with infrastructure construction, industrial park development and construction, and new town development and construction. The underlying economic cycle determines the high degree of bondage between the planning industry and the land economy and land finance, and also determines that the main business scope of the planning industry mainly focuses on the development and control of piecemeal space. However, with China's urbanization rate exceeding 60%, various types of facility systems basically stable, and significant changes in the supply and demand relationship in the real estate market, the underlying economic cycle on which the development of the planning industry was originally based has been broken.

On the other hand, the emergence of new technologies such as AI may directly change the mode and efficiency of work organization, facilitating the entry of information technology companies into the planning industry, and will also directly widen the gap between different units within the industry. The intervention of AI technology can achieve "instant adjustment, dynamic simulation, and instantaneous formation of maps" of the program, so that planning becomes AI technology can realize "instant adjustment, dynamic simulation and instantaneous drawing", making planning a more interactive activity. If the professionalism of the original planning industry is reflected in the ability to reasonably judge the direction of urban development, be familiar with all kinds of standards, and be able to accurately draw and express the program, then the professionalism of the planning industry after the intervention of AI will be more reflected in the ability to build models and the ability to communicate and coordinate.

Key challenges currently facing the planning profession

Under the influence of the changes in the previous two major factors, the entire planning industry is currently experiencing a "cold winter". On the one hand, the market shrinks and competition intensifies. Planning business is mainly commissioned by the local government and real estate enterprises, and the current real estate enterprise operation risk rises, local government financial pressure increases, the scale of development and construction activities significantly reduced, the demand for planning straight down, the planning market shrinks significantly, showing "more monks, fewer gruel" situation, the various hospitals in order to compete for the The market is to compete for the "king of the roll", the price is reduced again and again, the content of a plus and again, resulting in staff to bear the high intensity of work, but still keep reducing the salary, resulting in the planning industry gradually lose the attraction of talent. On the other hand, it is the change in demand, skills mismatch. The traditional planning business is mainly to serve the large-scale development and construction. However, with the reduction of large-scale development and construction activities, the government's needs have changed, mainly focusing on urban operations, industrial upgrading, standardization of administration, and progressive renewal of urban space, which requires the combination of planning with finance, industry, policy, management, and small-scale design. The traditional planning from engineering standards can no

longer adapt to the current new needs.

In the current situation, compared to the "Big House", the local planning institute is even more so due to the

Its geographical limitations and limited scale and face greater bottlenecks in development, facing greater challenges to survival.

2. Three innovative and converging directions for the planning industry

In order to adapt to the new situation, we, as a local planning and design institute, are also actively exploring new operation modes, focusing on developing new business scope through innovative integration.

First, the innovative integration of economization of planning. Planning is considered in conjunction with local finance, and the planning process is transformed from a planner's perspective to a general commitment to the Package perspective, according to different ways of fund-raising, reasonable land development time sequence, and then adjust to determine the planning program, and gradually build the formation of the planning profession led by the integration of the whole chain of services from fund-raising, land consolidation, planning, development and construction, and industrial introduction.

Secondly, the administrative innovation and integration of planning. Combining the planning context with the administrative context, combining planning research with policy formulation, and combining the results of planning with the basis of administrative management, highlighting the necessity and importance of planning for the standardization and refinement of administrative management.

Thirdly, intelligent and innovative integration of planning. Further integration of planning with information system management, spatial simulation technology, visualization technology, etc., to enhance planning interactivity and planning efficiency.

Perseverance and Change in the Age of Inventory

Yu Sijia (President of Shanghai Modern Urban Renewal Institute)

1. The broken circle of the system

Rapid development of 30 years, precipitated a complete planning and management system, from top to bottom, interlocking, this system has become the comfort zone of planning practitioners, we enjoy in such a sophisticated and orderly system to survive, skillful and efficient, the value of abundant. Although the process of planning and land integration, multi-planning and other adjustments, but still shows the strong inertia of this system, just like modern soccer, clear division of labor, clear routines, but such a system can not continue the charm of street soccer, but also gave birth to little Luo, Baggio and Ibu, it is difficult to reproduce and dig the essence of the city's organic renewal of the era of stock, the city's qualities and the smoke and fumes were installed in a similar bottle, lack of reaction, lack of growth, lack of taste, lack of flavor. The city's qualities and flavor have been bottled up in similar bottles, lacking reaction, growth and flavor, leaving behind a large number of fuzzy-faced assembly line products. Now the environment is forcing the industry to break the circle, mature big data construction, AI assistance and the establishment of the implementation of the assessment system to make it possible, more and more direct face to the problem, dynamic adjustment of the solution for us to open the window door, eight-legged text, lack of research and judgment of the indicators of the strong control should be a history of the response to the city's management, the response to the public welfare and the value of the market judgment of the white space elasticity of the control should become the mainstream.

2. From God's perspective to the people's perspective

The elitist way of thinking not only gives planning managers a strong sense of social responsibility, but also may give rise to blind self-confidence, and the transformation from God's point of view to the people's point of view is a painful metamorphosis. The source of creativity is the people who live and work in the city, and they become passive receivers and bystanders, awakening their memories and inspiring them, so that urban management and organic renewal can truly become a work with temperature. In the practice of urban renewal, we are pleased to see some cities in the real sense of public participation, "three divisions", multi-professional, multi-level, the whole process of the operation mechanism first need to adjust the planning team to stand, the planners need to be greatly enriched in the structure of knowledge, can draw, but also understand the operation, but also the calculation of accounts. Go to live it, go to experience it, go to communicate it, do not cat in the office to think hard, do

not do social terrorism, will not live will not socialize designers can not do the city's interest. We are the people's draftsman.

3. About Values

What is good planning? Safe, functional and aesthetically pleasing. What is sustainable planning? Efficient, diversified and responsive. Multi-dimensional value judgment and weighted design put forward higher requirements for planning results. Based on the current research and judgment of urban renewal and the new trend of sporadic becoming the norm, subject returning to diversity, design enhancing value, and incremental feeding the public welfare, facing the unknowable future and the severe internal and external environments, the planners have to keep their beginnings. What is our original intention, not only one axis, two centers and three clusters of urban

The structure, the staggered skyline, the beautiful CAZ, but also the human needs, from basic needs, quality needs to spiritual needs fulfillment.

4. Customized services in the context of stock renewal

Every city, every street, every community has special memories, and the dilemmas faced by each other are different, some of them need intelligent management platforms, some of them need small micro-spaces with temperature, some of them need to cope with changes in population and industry, and some of them need to recapture the traditional flavors, no plan can be copied, and the planner's customization will gradually become the city's background color and urban memories. The accumulation of time, the change of feeling, the expansion of connotation, the participation of the public and the cultivation of the market will make these memories fuller and more three-dimensional, and become something that our urban researchers and the public will pay attention to and cherish.

Flourish" in the hot air, nostalgia for that barbaric and vibrant era, especially valuable is in such a big environment, once the emergence of that confidence and the courage to go forward, planning is also so, uphold the original heart, bravely break the circle. This is an era of change, but also an era of perseverance, the great city should have her distinctive memories to let it shine in a thousand cities, each city should also have her colorful city people have the pleasure of choosing, so that it has become the pride of the natives and outsiders aspire to the home.

Aspire to be firm but not sharp: embracing uncertainty in the midst of certainty

Sun Juan (Director of Shanghai Branch of China Academy of Urban Planning and Design)

In the ups and downs to say goodbye to the year 2023, this year began a bit unexpectedly also let people have expectations. I thought that with the end of the three-year epidemic city will usher in a thriving development opportunities, I did not expect this year's cold and windy industry is struggling; I thought that as long as enough hard work can be gained, I did not think that the external demand for rapid changes in the people overwhelmed, the direction of the wrong "roll" the more ruthless to get the less; I thought that the "anxiety" "confusion" "panic" will be I thought that "anxiety", "confusion" and "panic" would become the key words in the workplace, but I didn't expect the young planners of the design institute to be so firm and positive. This year, looking back, the external environment has changed, the business footsteps slowed down, the ability to panic more, and strive to go after the essence of the heart of the planning but hot up. "To be determined to be firm is not to be sharp", in the downturn of the industry's development of the perception to find the certainty of the "firm", is the best prescription to deal with uncertainty. So what is the planning industry "firm"? Put forward a few ideas and discuss with you.

Solving urban problems. Planners should be able to face up to the tensions and conflicts that cities face, and do a good job of accompanying each project. Mr. Liang Hennian believes that the faith of a planner is "to believe that there is a tomorrow, and to believe that tomorrow can be made better by human efforts". There are a lot of tensions and conflicts in the city that need the efforts of planners to become better. The planning projects that are still being commissioned during the economic downturn must be the questions that the city really needs to answer at the moment. Therefore, planning institutes are suddenly confronted with many previously unfamiliar types of planning, some of which are urban operation issues, some of which are financial issues, and some of which are security issues, etc. It can be said that the current planning projects undertaken by planning institutes are not the same except for the similarity of their names. Many planners will lament that what they learn in school can not be adapted

to the actual use of their own knowledge structure and the ability to adapt to the emergence of the "collar panic". From the planner's professional nature, these uncertain tensions and conflicts is the basis for the development of the industry, seriously treat every city threw out the question, in every project to ask ourselves for the city "can solve the real problem, there are no core values, moving no real feelings, reasoning no logic line, is not aesthetically pleasing", if each project can get its own affirmative answer, often the market will also buy.

Searching for scientific logic. Planners need to develop a scientific research mindset and explore urban planning In the past few years, the most certain thing about cities is "change", and cities are both responding to and seeking change. Against the background of the great change that has not been seen in a hundred years, the most certain thing about cities in these years may be "change". Cities are both responding to and seeking change, and in the midst of the change, the relationship between cities and cities and the relationship within the cities are getting more and more complicated. Planners rely on experience has been difficult to make a very certain and correct judgment, but fortunately the increasingly rich urban big data has given us a new breakthrough, in the massive population flow, enterprise association network, planners can use good logical thinking to study the formation of such a relationship behind the development of the law, and then the future direction of the development of judgment and deduction. Whether urban planning is a science or not has always been controversial, but the application of scientific logic in the practice of urban planning to study the laws of the city, explore the future direction, and propose accurate planning strategies has been fully proven in our planning practice. The mutual fulfillment of scientific research and business has also become a definite direction for the planning industry.

Adaptation process thinking. Our planners now especially love to ask a question is in the end the party wants a what planning, as if both a blueprint, but also action plans, but also mechanism design, but also publicity planning, all want. In the face of seemingly unreasonable requirements, the reaction behind the city is not to a planning result but in the planning process to solve the problem one by one. Initially, we must be able to find the real problem of the project, the middle can seek common ground to allow all parties to reach a certain degree of consensus, and later can be a small incision to start landing some action. In the face of such changes, planners need to adapt to the role of the change, we were once taught that planners are "to the power to tell the truth", now we need to learn from the city, the planning process is a continuous learning process to form judgments. We need to learn from the people in the city to recognize the history and current situation; from Party A to learn project implementation and management thinking; from partners to learn cross-boundary knowledge; and from the young people around us to learn aggressiveness and vitality. One of the mottos of our branch is "pursuing excellence and growing together". Growing is inevitably painful, and the only choice a planner can make is to enjoy the process that accompanies the city regardless of the outcome.

The dickey is green, and the wind and splendor are hidden between heaven and earth; the world is changing, and the vicissitudes of life do not stain the youth.

The heart. When the first sunshine of 2024 shines into the courtyard and we see smiling faces, I firmly believe that this group of young people who are still striving for the cause of planning is the "firm" of the profession. Planners are born optimists, and we are engaged in a profession that always believes in a better future!

In the face of challenges, there is a sense of urgency to change from the underlying logic

Yuan Xin (President of Beijing Tsinghua Tongheng Planning and Design Institute Co., Ltd. and Executive Director of China Society of Urban Planning)

In April 2023, Minister Ni Hong attended the China Electric Vehicle Hundred Forum to present "How to learn from the automobile industry and build good houses for the people" under the title of "Building Good Houses Like Cars". Let me first spread the wings of my imagination and say an unfounded prophecy. Revolutions don't come from traditional industry leaders, much less from industry monopolies. Just as China's breakthrough in the field of electric vehicles bypassed the engine assembly, chassis tuning and other technological advantages of traditional car companies, China's real estate may not be the ultimate developers really built a good house like a car, but rather, car manufacturers into the real estate market to build a good house, but also the home intelligence together, home insurance and regular testing, such

as the 4S of the property services also followed. Maybe it's just a matter of time, the reason why the car companies have not yet started, one is still busy with the larger global auto market to open up the competition, the second is that the car companies are not worried about the real estate business, because they are still stuck in the traditional construction technology and did not transfer to the high-end flexible manufacturing.

We are experiencing a great change that has not been seen in a hundred years, and the 2015 Central Urban Work Conference clearly pointed out that China's urban development has entered a new period of development, and in the face of these new

Changes and new development requirements, the planning industry is also facing unprecedented challenges, the traditional real estate industry's stalling and falling deserves a wake-up call and deep thought.

1. The value challenge

The development of the planning industry has benefited from the growing demand for planning business due to the rapid expansion of towns and cities after the reform and opening up, and at the same time, planning has also created value for urban and rural development through its work. However, this value is usually linked to land, so many leaders still use "mu", the agricultural unit for land acquisition, to calculate the scale of urban construction, and the fee standard for planning and design has long been based on the area of land for accounting, which is straightforward and simple. Entering the new period of high-quality development, the main content of the planning work has been transformed into the continuous optimization of the territorial spatial development pattern and the optimization of the functional structure of the city and spatial quality enhancement based on the urban renewal of the stock of space. The value created by planning is no longer only the support of land finance, but also the optimization of productivity layout through spatial reproduction, the coordination of the development of productive forces and production relations, the realization of the people's good life through a large number of communication and coordination, the support of the improvement of governmental governance capacity and the empowerment of social pluralism to participate in the construction of urban and rural areas, and the depth of the work and the integration and complexity of the work have been further increased. At this moment, we urgently need to reconstruct the relationship between spatial planning and development, and the value of planning needs to be re-recognized, which will also enable the planning industry to extend its services in a wider range of socio-economic development areas.

2. The technical challenge

On the one hand, from the natural resources of mountains, water, forests, fields, lakes, grasses and sands to the urban and rural development of the flow of people, logistics, capital flow, information flow, etc., the planning discipline covers a more and more complex body of knowledge; on the other hand, the rapid rise of digitization and artificial intelligence technology has also made the acquisition of knowledge easier and easier, and it has become a new trend to harness the new technological tools to promote the industry's knowledge innovation and technological innovation. The battle of science and technology war will definitely further stimulate China's innovation and development in the field of high technology, and accelerate the pace of the construction of China's smart city, smart land and other fields. Promote spatial planning from two-dimensional land use into three-dimensional refined spatial governance, from the traditional engineering and technology thinking to Internet thinking, so as to create a richer planning application scenarios, is the transformation of the planning industry must cross the technological threshold, if you can not actively explore and adapt to the Internet era of technological advances, perhaps in the future market there is no today's us whatsoever.

3. Market challenges

The difficult exploration of the reform of territorial spatial planning in recent years between breaking and establishing has made us realize that the establishment of a sound territorial spatial planning system will require a long period of effort. Excellent planning practice is an important foundation for establishing a preparation system, technical standard system, etc., and an excellent planning team is the key to making planning create greater social value. The benign development of the planning market requires the joint efforts of both supply and demand, and the standardization of the market, with the aim of making the planning teams in the market more and more excellent through competition, and making the

results of planning more and more valuable. High-quality development requires better, not cheaper, planning results and market rules for quality and price, while a closed monopoly and a vicious competitive environment in which the low bidder gets what he wants will lead to the departure of good planners from the planning profession, reduce the technical and scientific level of planning, and ultimately jeopardize the cause of planning and the public interest.

4. Meeting the challenges

Facing the challenge of value, planning organizations should take space as the core to extend the value chain to both ends, highlighting the strategic value of planning through the height and vision of planning at one end, and promoting the implementation of urban and rural development through the integration and synergy of planning at the other end. In the face of technological challenges, we will change our mindset, increase investment in technological research and development to explore the application of new technologies, and actively participate in the wave of informationization and artificial intelligence. In the face of market challenges, both supply and demand sides must work together to cultivate an innovative professional team and improve the overall technical level of the industry. In the face of market challenges, planning is not a simple change in content and form, and the self-revolution must begin with the underlying logic of planning. The era of change, from top to bottom, the eyes must look a little farther.

A few insights and judgments on the development of the planning industry, the planner profession and planning and design organizations

Zhang Shangwu (Professor, School of Architecture and Urban Planning, Tongji University; President, Shanghai Tongji Urban Planning Co.)

This issue of Pen Talk discusses the development of the planner profession, which is a very specific and important topic involving three key words: industry, profession and organization. Industry is categorized according to economic and social activities, profession is the specific work engaged by practitioners in the industry, and organization is the professional platform for practitioners to serve the industry. Discussing the challenges and future of planners' career development is not only closely related to the personal development and interests of each planning practitioner, but also to the prospects and future of China's planning industry.

1. How do you see the planning industry changing?

The current predicament faced by the professional development of planners is closely related to the current transformation of the industry. Planning is a government function and a social practice with technical, policy and periodization, and it is an inevitable law that the industry keeps changing, and the planning industry is no exception.

The current environment for the development of the planning industry faces a number of important challenges, and there are deficiencies in the industry's ability to adapt to them. First, the national spatial planning system is under construction in the context of the reform of the national spatial governance system, in the face of the requirements of planning to the transformation of spatial governance tools and public policies, insufficient attention is paid to the study of planning and regulation policies; second, the stage of economic and social development and the mode of urban development are changing, in the face of the development of the stock of the urban development, insufficient cognition of urban development, urban management and operation laws; third, represented by the big data and intellectualized Thirdly, new planning technologies represented by big data and intelligence are developing and changing at an unprecedented speed and degree and are having a profound impact; in the face of the application of new technologies and their far-reaching impact, planning methods and technical paradigms adapted to the development trend of new technologies have not yet been established; and so on.

The development of the industry is in an era of change, and there is a particular need to deepen the understanding of the industry's prospects and future direction. Looking to the future, the planning profession is the backbone of Chinese-style modernization. Planning is an industry that serves social development and is closely related to the government's functions. Playing a good role in planning is determined by China's institutional advantages, but it needs to comprehensively enhance knowledge innovation, technological tool innovation and organizational innovation. In the process of improving the

national spatial planning system and exploring the road of urban and rural development with Chinese characteristics, a profession team with vitality, innovation ability and national sentiment is the core force and important guarantee for the modernization and construction of the country's urban and rural areas. The development of the industry cannot be separated from professional construction and talent training. The construction of disciplines related to territorial spatial planning requires multidisciplinary cross-fertilization, and the discipline of urban and rural planning is at the core of the construction of the new knowledge system. The construction of industry talent team needs to be jointly cared for, industry authorities, education authorities, universities and planning and design institutions, and even every planner has the responsibility to actively maintain a good ecology of professional construction, and jointly create a healthy, open and inclusive environment for the construction of industry talent.

2. How do you view planner career development?

From the perspective of the planner's career environment, the current development of the industry is facing difficulties, facing the transformation of the planning business, there is a decline in income, but excessive career anxiety is short-sighted.

Since its inception, the profession of planner has been oriented towards the pursuit of a better future for human society.

This demand and goal have never changed, and this is the professional confidence of planners. As long as there is a demand for social development and progress, there is the value of the planning profession, only at different stages of development, under different institutional environments, the shape of the planning profession will continue to change, and planners need to have the ability to perceive the changes in social demand and the ability to learn to continuously improve their own professionalism in the context of social practice.

The return to rationality in the development of the industry is inevitable for the development of society. Over the past 40 years, in the process of rapid urbanization and excessive marketization, planning has become a popular profession, planners have been molded into high-income professions, and planning agencies have become like machine production, which is not the norm for the development of the industry. The return of social development to rationality will inevitably require a change in the mode of production of planning, planning can create economic value, but the essence of the attribute lies in the maintenance and service of the public value of the community, as a profession can not be measured simply by market competitiveness and economic benefits. Similarly, planning education cannot be measured by market value. The current difficulties in enrollment and employment are not a result of an overcrowding in talent training or a lack of social demand, but rather a mismatch between talent training and social demand, and a great deviation in talent structure, orientation and geographical distribution.

Specialization is an important trend in the future development of the planning profession. On the one hand, changes in social demand will require the planning profession to be subdivided, and planners of different specialties will emerge; on the other hand, the profession of planners will also be differentiated, with the emergence of roughly three types of planners: those who serve the Government, those who work for the market, and those who serve the community; and the boundaries of the planners will be blurred, with the emergence of many practitioners related to the service planning profession.

3. How do you see planning and design organizations transforming?

Planning and design organizations will also go through the process of survival of the fittest, what kind of planning and design organizations are more sustainable, undoubtedly those that can adapt to changes in the industry, to meet the needs of planners for personal growth, creativity, competitiveness of planning and design organizations.

First, the construction of learning planning and design organizations. The rapid iteration of planning knowledge, especially the rapid development of AI technology, makes it even more necessary to pay attention to the creativity of planners and comprehensively strengthen the ability to cultivate talents. The production and dissemination of planning knowledge comes from the process of practice, and the integration of industry and education has multiple meanings, not only for those college planning and design institutions, but also for all design institutions need to take the integration of industry and education as an important development path.

Secondly, the construction of youth development-oriented planning and design organizations. Youth is the future of the development of the planning industry, where the vitality and creativity of the

enterprise lies. Attracting young people and caring for the growth of young planners in the construction of corporate culture has become more important. Planning and design organizations should create opportunities for youth development, and become a platform to give full play to the creativity of young people and provide opportunities for success.

Thirdly, the construction of innovative planning and design organizations. Planning itself is an intellectually intensive industry. Strengthening innovative capacity building is not only due to the fact that social development will bring about a wider demand for new business in planning and more types of planning, but more importantly, it is a long-term trend and requirement for the industry to adapt to the needs of the society and the modernization of the country, which includes: multifaceted innovative capacity building: strengthening policy research and promoting the transformation to a think-tank; adapting to the changes brought about by the practice of urban renewal. strategy and action, planning and design through, preparation and management operation integration, etc.; the combination of government, industry, academia and research, application-oriented planning new technology research and development capacity; more extensive open cooperation and on-site services; multidisciplinary cross-fertilization and the formation of specialized service characteristics; and so on.

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