



# 世界旅游联盟 旅游助力乡村振兴案例

WTA BEST PRACTICES  
OF RURAL REVITALIZATION  
THROUGH TOURISM



2022  
RURAL REVITALIZATION



WORLD TOURISM ALLIANCE





旅游让世界和生活更美好

BETTER TOURISM, BETTER LIFE, BETTER WORLD

# 前言



消除贫困是联合国《2030 年可持续发展议程》的首要目标，在国际社会的通力合作下，全球生活在极端贫困中的人数持续下降，然而突如其来的新冠肺炎疫情让这一趋势发生转变。根据联合国发布的《2022 年可持续发展目标报告》显示，在气候变化、新冠肺炎疫情和地区冲突等因素影响下，生活在极端贫困中的人口增加了数千万，全球减贫进程受阻，减贫事业面临严峻挑战。

旅游业因其就业门槛低、经济收益快、综合拉动能力强、社会文化效益高等特点被普遍纳入到乡村发展的布局之中。世界多国通过发展乡村旅游转变乡村传统经济类型，为贫困人口提供了发展机会，改善了人居环境，提高了收入水平。随着全球旅游业的复苏振兴，乡村旅游在推动减贫和乡村振兴、带动地区经济社会发展中，将发挥越来越重要的作用。

《2022 世界旅游联盟——旅游助力乡村振兴案例》由世界旅游联盟和中国国际扶贫中心合作发布，得到了中国文化和旅游部、国家乡村振兴局、世界旅游联盟会员单位、中国各省级文化和旅游部门等多方支持。根据可持续性、可复制性、可量化、创新性、材料的完整性和积极的社会影响等标准，最终确定50 个入选案例。从案例的经验与启示来看，他们在对接帮扶、区域协作、创新治理机制、文旅融合、人才吸引、绿色发展、数字化建设等方面做出积极的尝试，从而消除贫困，实现全面发展。希望本案例集能引发广大乡村新的思考和实践，发挥旅游在乡村发展中的带动作用。

2018-2022 年，世界旅游联盟共收录了全球100 个“世界旅游联盟旅游减贫案例”和100 个“世界旅游联盟旅游助力乡村振兴案例”，通过对优秀案例的收集和梳理，在深入分析和总结研究的基础上，形成具有借鉴意义的减贫理念，供人们学习、吸收和参考。世界旅游联盟将继续秉承“旅游促进和平、旅游促进发展、旅游促进减贫”的使命，凝聚全球减贫合力，推动相关社会公益事业，为全球减贫和乡村振兴贡献力量。



# Preface

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Poverty eradication is the No.1 goal listed in the United Nations *2030 Agenda for Sustainable Development*. The number of people living in extreme poverty around the world had been declining steadily thanks to concerted efforts of the international community until the sudden outbreak of Covid-19 brought this promising trend to a halt. According to the UN's *Sustainable Development Goals Report 2022*, the population living in extreme poverty has increased by tens of millions due to climate change, the Covid-19 pandemic and regional conflicts, the global effort in poverty reduction has encountered setback and faced serious challenges.

The tourism industry, with its low threshold to enter, is quick to generate income and strong in stimulating the development of related industries, and yields high social and cultural benefits. Hence it is generally included in national plans for rural development. Many countries in the world have transformed traditional rural economy through tourism, with more development opportunities, a better living environment and more income for the poor. As global tourism industry recovers, rural tourism will play a more and more important role in promoting poverty reduction, rural revitalization and regional socioeconomic development.

*The 2022 WTA Best Practices of Rural Revitalization Through Tourism* was published by the World Tourism Alliance in collaboration with the International Poverty Reduction Center in China, and its compilation received much support from the Ministry of Culture and Tourism, the National Rural Revitalization Administration, WTA member units, and provincial cultural and tourism departments across the country. It includes 50 best practices which were selected based on the criteria of sustainability, reproducibility, quantifiable effects, originality, materials integrity and positive social impact. These best practices made active attempts in such areas as targeted assistance for poverty reduction, regional cooperation, governance mechanism reform, culture-tourism integration, talent attraction, green development and digitalization, to eradicate poverty and propel development in all respects. It is hoped that this collection of best practices can inspire new thinking and practices in more rural areas and leverage the driving role of tourism in rural development.

From 2018 to 2022, the WTA collected 100 best practices of poverty reduction through tourism and another 100 of rural revitalization through tourism. After collating and examining these practices, the WTA drew some conclusions about poverty reduction for the reference of readers. WTA will continue to uphold the mission of “promoting tourism for peace, development and poverty alleviation,” work with other forces worldwide to reduce poverty and advance relevant public-welfare undertakings, and contribute to global poverty reduction and rural revitalization.



# 目录 / Contents

安徽黄山市歙县卖花渔村：“盆景+”产业融合新模式赋能乡村振兴	8
Maihuayu Village, Shexian County, Huangshan City, Anhui Province: “Potted Landscape +,” a new model of industry integration to empower rural revitalization	12
山东烟台市蓬莱区丘山谷：葡萄酒+休闲度假旅游助力乡村振兴	16
Qiushan Valley, Penglai District, Yantai City, Shandong Province: Integrating the wine industry with leisure & vacation tours to boost rural revitalization	19
湖南湘西土家族苗族自治州凤凰县：祥源凤凰古城公司打造历史文化名城	23
Fenghuang County, Xiangxi Tujia and Miao Autonomous Prefecture, Hunan Province: Fenghuang Ancient City Touring Co., Ltd. developing Fenghuang’s state-level historical and cultural division	26
江苏苏州市吴江区谢家路村：农文旅深度融合助力蚕丝之乡化茧成蝶	30
Xiejialu Village, Wujiang District, Suzhou, Jiangsu Province: In-depth integration of agriculture, culture and tourism rejuvenating the home of mulberry silk	34
陕西咸阳市礼泉县袁家村：关中印象体验地 4A 级旅游景区助力乡村振兴	38
Yuanjia Village, Liquan County, Xianyang City, Shaanxi Province: Guanzhong Folk Customs Experience Area, an AAAA tourist attraction boosting rural revitalization	42
福建漳州市长泰区山重村：文化铸魂 旅游赋能	46
Shanchong Village, Changtai District, Zhangzhou City, Fujian Province: Forging the soul with culture and empowering development through tourism	50
辽宁盘锦市大洼区：农旅融合助力乡村振兴	54
Dawa District, Panjin City, Liaoning Province: Agriculture-tourism integration to boost rural revitalization	57
广西桂林市恭城瑶族自治县红岩村：生态新村和月柿产业探索乡村振兴新模式	61
Hongyan Village, Gongcheng Yao Autonomous County, Guilin City, Guangxi Zhuang Autonomous Region: Building an eco-friendly village and developing the Moon Persimmon industry to explore a new model of rural revitalization	65
山西晋城市阳城县皇城村：旅游品牌引领多产业融合成就乡村振兴	70
Huangcheng Village, Yangcheng County, Jincheng City, Shanxi Province: Cross-industry integration and rural revitalization driven by tourism branding	74
四川眉山市丹棱县幸福村：农文旅融合“古村模式”赋能乡村振兴	79
Xingfu Village, Danling County, Meishan City, Sichuan Province: The “ancient village model” integrating agriculture, culture, and tourism to empower rural revitalization	83
浙江台州市仙居县下叶村：深挖乡村绿色经济助力乡村振兴	87
Xiaye Village, Xianju County, Taizhou City, Zhejiang Province: Developing rural green economy to promote rural revitalization	90

宁夏吴忠市利通区牛家坊村：打造现代服务业集聚区促进多业态转型升级	94
Niujiafang Village, Litong District, Wuzhong City, Ningxia Hui Autonomous Region: Creating a service industry cluster area to promote the transformation and upgrading of multiple business forms	98
河南洛阳市洛宁县罗岭乡：爱和小镇助力乡村振兴	102
Luoling Township, Luoning County, Luoyang City, Henan Province: The Aihe Town for rural revitalization	106
浙江金华市磐安县：景村融合发展推动乡村振兴	110
Pan'an County, Jinhua City, Zhejiang Province: Promoting integrated development of villages and scenic areas for rural revitalization	114
江苏苏州市吴中区旺山村：农文旅融合助推乡村振兴	118
Wangshan Village, Wuzhong District, Suzhou City, Jiangsu Province: Integrating agriculture, culture and tourism to boost rural revitalization	121
上海金山区朱泾镇待泾村：芳香经济助力乡村振兴	125
Daijing Village, Zhujing Town, Jinshan District, Shanghai Municipality: The flower economy promoting rural revitalization	129
北京房山区蒲洼乡东村：高端生态休闲旅游助力乡村振兴	133
Dongcun Village, Puwa Township, Fangshan District, Beijing Municipality: High-end ecological leisure tourism promoting rural revitalization	137
安徽合肥市长丰县马郢社区：“马郢计划”引领乡村蝶变	141
Maying Community, Changfeng County, Hefei City, Anhui Province: The Maying Program stimulating rural transformation	145
山东潍坊市临朐县隐士村：山柿产业+旅游特色模式	150
Yinshi Village, Linqu County, Weifang City, Shandong Province: Developing the persimmon + tourism industry	153
贵州毕节市黔西市化屋村：“五聚焦”开启文旅融合助力乡村振兴	157
Huawu Village, Qianxi County-level City, Bijie City, Guizhou Province: Integrating culture and tourism with “five focuses” to boost rural revitalization	160
重庆武隆区仙女山街道荆竹村：一二三产“+旅游”助推乡村蝶变	164
Jingzhu Village, Xiannushan Sub-district, Wulong District, Chongqing Municipality: The primary, secondary and tertiary sectors “+ tourism” driving the transformation of the countryside	167
云南普洱市澜沧县老达保村：传承民族文化 彰显拉祜活力	171
Laodabao Village, Lancang County, Puer City, Yunnan Province: Inheriting national culture and showing Lahu people's vitality	175
浙江嘉兴市乌镇乌村：乡村休闲度假旅游新模式	179
Wucun Village, Wuzhen Town, Jiaxing City, Zhejiang Province: A new model of rural leisure and vacation tourism	183
广西柳州市三江侗族自治县：程阳八寨景区文旅融合打造侗族文化深度体验区	187
Sanjiang Dong Autonomous County, Liuzhou City, Guangxi Zhuang Autonomous Region: Chengyang Eight Villages Scenic Area integrating culture and tourism to build a Dong culture experience zone	191
河北保定市易县：恋乡·太行水镇乡村综合体驱动农村三产融合	196
Yixian County, Baoding City, Hebei Province: The Lianxiang-Taihang Water Town, a rural complex driving the integration of primary, secondary and tertiary industries in rural areas	199

云南临沧市凤庆县勐佑镇：发挥旅游联动效应，促进农民脱贫增收	203
Mengyou Town, Fengqing County, Lincang City, Yunnan Province: Giving full play to the linkage effect of tourism to increase farmers' income and reduce poverty	207
爱彼迎：意大利西西里桑布卡“1欧元房屋”乡村旅游振兴项目	211
Airbnb: The 1 Euro House Project launched in Sambuca di Sicilia to promote rural revitalization through tourism	215
广东肇庆市封开县：贺江碧道画廊景区建设粤桂省际廊道示范带	219
Fengkai County, Zhaoqing City, Guangdong Province: Developing the Hejiang River Green Corridor into a Guangdong-Guangxi Inter-Provincial Corridor Demonstration Belt	222
湖北黄冈市英山县：四季花海·旅居新镇助力乡村振兴	226
Yingshan County, Huanggang City, Hubei Province: The "Four-Season Flower Sea" resort town project for rural revitalization	229
河南平顶山市宝丰县龙王沟：构建乡村发展共同体	233
Longwanggou, Baofeng County, Pingdingshan City, Henan Province: Building a rural development community	237
重庆巫山县竹贤乡：生态、人文、旅游融合发展助力乡村振兴	242
Zhuxian Township, Wushan County, Chongqing Municipality: Integrated development of ecological conservation, culture and tourism to boost rural revitalization	246
江苏南通市海门区颐生村：张謇故里—诗和远方的“追梦地”	250
Yisheng Village, Haimen District, Nantong City, Jiangsu Province: The birthplace of Zhang Jian, a land of aspiring dream chasers	253
陕西延安市黄龙县白马滩镇：研学旅游激活乡村经济	257
Baimatan Town, Huanglong County, Yan'an City, Shaanxi Province: Stimulating the rural economy with study tours	261
吉林舒兰市二合村：关东风情冰雪小镇助力乡村振兴	265
Erhe Village, Shulan City, Jilin Province: A snow village of Manchurian characteristics boosting rural revitalization	268
福建龙岩市宣和镇培田村：文旅融合助力乡村振兴	272
Peitian Village, Xuanhe Town, Longyan City, Fujian Province: Agriculture-tourism integration to boost rural revitalization	275
辽宁本溪市满族自治县同江峪村：满族村寨休闲旅游目的地带动富民增收	278
Tongjiangyu Village, Manchu Autonomous County, Benxi City, Liaoning Province: Building Manchu villages into leisure tourism destinations to increase people's income	282
贵州黔东南苗族侗族自治州从江县岜沙村：打造特色苗寨持续推进乡村振兴	287
Basha Village, Congjiang County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province: Building a Miao village with unique characteristics to promote rural revitalization	291
吉林长春市农安县新开村：辽金时代文化园积极构建农文旅融合发展	295
Xinkai Village, Nong'an County, Changchun City, Jilin Province: The Liao & Jin Dynasties Culture Park actively boosting the integrated development of agriculture, culture and tourism	298
云南昆明市晋宁区福安村：都市驱动型乡村振兴创新实验村	302
Fu'an Village, Jinning District, Kunming City, Yunnan Province: An experimental village of innovation in city-driven rural revitalization	305

湖北黄石市阳新县王英镇：景区建设驱动农旅融合	309
Wangying Town, Yangxin County, Huangshi City, Hubei Province: Driving agriculture-tourism integration through scenic area development	312
四川乐山市峨边彝族自治县古井村：以独特民族文化点亮乡村振兴之路	316
Gujing Village, Ebian Yi Autonomous County, Leshan City, Sichuan Province: Lighting the road to rural revitalization with unique Yi culture	319
穷游网：甘南夏河县非遗节日“香浪节”助力乡村振兴	323
Qyer: Boosting rural revitalization by hosting the Xianglang Festival in Xiahe County, Gannan Tibetan Autonomous Prefecture	326
黑龙江伊春市铁力市：特色民宿驱动农旅融合	330
Tieli City, Yichun City, Heilongjiang Province: B&B service with local characteristics driving agriculture-tourism integration	333
贵州黔东南苗族侗族自治州雷山县龙塘村：友成企业家扶贫基金会“美好乡见”项目助力乡村振兴	337
Longtang Village, Leishan County, Qiongnan Miao and Dong Autonomous Prefecture, Guizhou Province: Boosting rural revitalization through the Meet in Arcadia project	340
江西赣州市于都县潭头村：农旅融合孕育新“硒”望	344
Tantou Village, Yudu County, Ganzhou City, Jiangxi Province: Promoting integrated development of selenium-rich agriculture and tourism	347
甘肃天水市秦州区孙集村：发挥景区带动效应助力多片区全面发展	351
Sunji Village, Qinzhou District, Tianshui City, Gansu Province: Giving full play to the driving effect of Qingjuan Mountain scenic area in the comprehensive development of several nearby areas	354
海南白沙黎族自治县：阿罗多甘共享农庄科技农旅融合打造现代生态农业	358
Baisha Li Autonomous County, Hainan Province: Aluo Duogan Shared Farm empowering ecological farming with technology and agriculture-tourism integration	361
河南信阳市新县墨河村：墨乡栗社项目焕发乡村产业新生机	364
Mohe Village, Xinxian County, Xinyang City, Henan Province: The Moxiang Lishe project injecting new vitality into rural industries	367
新疆阿勒泰地区禾木哈纳斯蒙古族乡：开发与保护并重让古村落焕发新生	370
Kom-Kanas Mongolian Ethnic Township, Burqin County, Altay Prefecture, Xinjiang Uygur Autonomous Region: Paying equal attention to development and protection to reinvigorate ancient villages	373
内蒙古赤峰市克什克腾旗关东车村：生态旅游助力乡村振兴	377
Guandongche Village, Hexigten Banner, Chifeng City, Inner Mongolia Autonomous Region: Eco-tourism driving rural revitalization	380



# 安徽黄山市歙县卖花渔村： “盆景+”产业融合新模式赋能乡村振兴



## 摘要

安徽省黄山市歙县卖花渔村紧密围绕传统产业，积极探索盆景+旅游、盆景+节庆、盆景+电商的产业融合新模式，不断拓宽传统盆景产业边界，推动产业升级，坚持非物质文化遗产和创新创业赋能乡村振兴。卖花渔村全力建设有产业、有活力、有颜值、有创意、有乡愁的“新安山居图”村落景区，走出了一条独具特色的乡村振兴之路。





## 问题与挑战

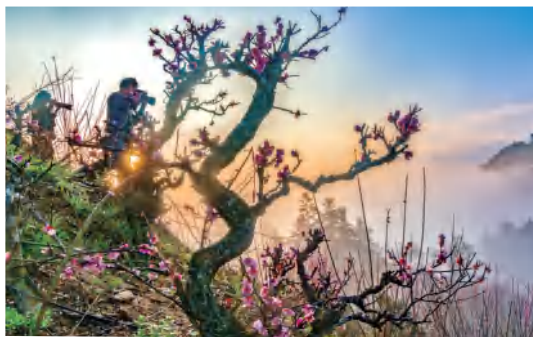
卖花渔村地处新安江上游皖南山区的丘陵地带，以旅游和盆景产业为主。村庄距离县城约20公里，其中大部分路段为山路，游客游览观光以及盆景买卖运输均较为不便。全村下辖9个村民组236户641人，土地总面积3,800亩（其中国家公益林面积2,268亩，占总面积的59.6%），村民人均用地较少，影响苗木的替代式培养，盆景产业发展受到极大限制。

## 措施

**1. 守住乡村魂。**为壮大非遗传承队伍，卖花渔村积极实施“名师带徒”育才工程，通过引导“名师”与“徒弟”结成教学小组，实现徽派盆景技艺传承不息。目前村内已形成了一支86人的老、中、青结合的徽派盆景技艺专业队伍，其中徽派盆景技艺国家级传承人1人，省级传承人1人、市级12人、县级15人。同时，为弘扬良好的乡村民风，卖花渔村乡贤积极收集资料撰写村志、村歌以及村规民约，村歌《卖花渔村好风光》荣获“中国村歌十大金曲”金奖。

**2. 展现乡村美。**近年来卖花渔村按照“快旅慢游”的理念，从项目布局入手，积极整合资金1,000余万元，相继完成卖花渔村至淦岭坞循环道拓宽、卖花渔村到夏坑古道修复、旅游标识牌完善、停车场和旅游公厕建设、村庄环境整治等项目，提升了村庄“颜值”。同时围绕卖花渔村徽派盆景小镇建设，相继编制徽派盆景产业发展规划、卖花渔村文旅产业提升策划方案等，在产业发展、公共服务、宣传营销等方面进行综合谋划，进一步优化卖花渔村发展空间格局。

**3. 做好“盆景+”。**“盆景+旅游”，为实现盆景产业绿色发展，卖花渔村大力推行“移一培一”套种培育模式，最大程度利用现有土地资源，并引导村民在裸露山地培育“梅桩”，让房前屋后“增绿”。







添绿”。卖花渔村万亩梅花多次获得央视推荐，每年春季都有众多游客慕名而来，只为一睹这梅花盛放的美景。“盆景+节庆”，卖花渔村坚持以花为媒，连续成功举办十届梅花摄影节活动，有效促进盆景产业和乡村旅游融合发展，实现产业兴旺、村民增收。2022 年梅花艺术节带动民宿农家乐产业发展累计 80 余万元，盆景收入 200 万元。“盆景+电商”，为拓宽盆景销售渠道，卖花渔村以花卉盆景专业合作社和协会为纽带，引导盆景生产经营户加入联合经销组织，通过抖音直播、云直播、淘宝销售等方式，将卖花渔村盆景销往全国。目前，村内建有农村电子商务综合服务站点 1 家，经营网店 40 余家，盆景网络年销售额突破 500 万元。

## 成效

卖花渔村先后荣获全国美丽乡村示范村、全国“一村一品”示范村、全国生态文化村、中国传统村落等荣誉称号，卖花渔村徽派盆景技艺列入安徽省首批非物质文化遗产名录和国家级非物质文化遗产代表性项目名录。2021 年卖花渔村经济总收入 3,824 万元，同比增长 5.57%，人均收入达到 2.5 万元，同比增长 8%。卖花渔村先后涌现出专业盆景销售专业户 40 多户，年销售额突破 2,300 万元。村内现有农家乐和民宿 15 家，年旅游接待量为 8 万人次，解决周边村民就业 500 人次。2022 年一季度卖花渔村乡村旅游实现集体经济收入 84 万元。

## 经验与启示

### 1. 以“两山”理论为本，厚植生态文明之基。

多年来卖花渔村始终坚持践行“两山”理论，不断夯实生态文明建设基础，推动“绿水青山”向“金山银山”持续转化，建设人与自然和谐共生的中国美丽乡村。卖花渔村以盆景花卉种植为主的“高端绿化”，从村庄、山地出发，向周边村镇拓展、延伸，形成了点、线、面一体的绿色乡村生态旅游的自然景观和人文景观，成为集中展示中国徽派盆景文化的乡村旅游目的地。

### 2. 以徽州文化为根，厚筑文化传承之魂。

博大精深的徽州文化，是卖花渔村中国徽派盆景文化传承与发展的根和魂，与徽派盆景技艺一起融入了广大村民血脉，世代传承不息。卖花渔村现有 29 名国家、省、市、县级徽派盆景技艺传承人，以发挥中国优秀传统文化优势和加强中国徽派盆景文化保护传承为己任，大力实施系列“名师带徒”工程，倾情讲述中国徽派盆景非遗传承故事，集中展现了中国徽派盆景文化的魅力和活力，成为乡村旅游核心吸引物中最为亮丽的一张名片。



**3. 以全民共享为核，拓宽融合发展之路。**卖花渔村充分利用产业服务团队、村级网格员和致富带头人，积极筑牢农户信息基础和盆景产业发展基础，营造良好的乡村发展环境。卖花渔村以花卉盆景专业合作社为平台，引导调动群众参与乡村旅游发展的主动性和积极性，努力探索“盆景专业合作社+市场+社员”的利益联结机制，通过研发文创产品、培育电商产业、开展技术培训等方式，提升乡村旅游品质和徽派盆景制作技艺，进一步扩大销售渠道，实现村集体经济发展与村民增收双赢。

### 下一步计划

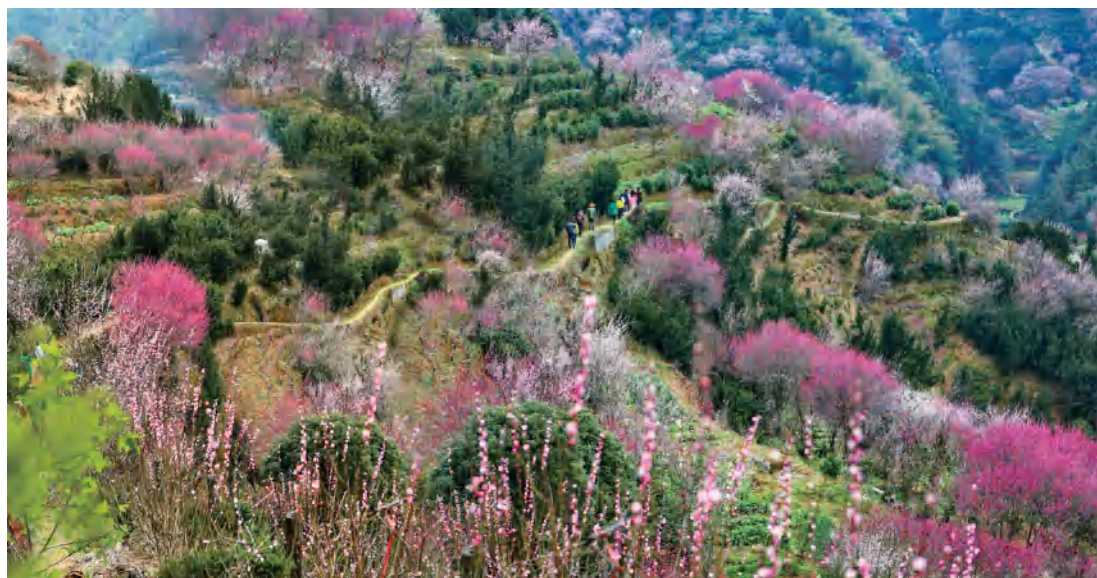
卖花渔村将进一步发挥乡村模式的可持续性，强化文化、艺术与旅游融合，努力把卖花渔村打造成独特乡村旅游IP。

**一是做优文旅产业。**围绕非遗传承人各自特点，加快徽派盆景展示园和精美庭院建设；打造徽派盆景技艺培训研发中心，加强技术交流，拓展盆景产品样式，适度发展小微盆景，增强市场竞争力。

**二是突破要素制约。**加快推进村循环道拓宽改造，新建停车场，规范进村换乘车辆运营，有效缓解行车堵、停车难问题。采用土地流转、土地入股

等形式，加大与周边乡镇合作力度，为盆景产业发展整合更多土地资源。

**三是打造乡村旅游综合体。**积极践行“双微”（微改造、微创意）提升行动，盘活村集体闲置资产，打造集徽派盆景文化旅游、休闲、餐饮、住宿为一体的乡村旅游综合体。引进特色高端民宿业态，统一规范农家乐服务质量，打造特色服务品牌，大力提升旅游品质，解决“留不住人”的问题。同时，利用线上线下合作的方式，创新丰富卖花渔村梅花节内容，吸引更多的摄影和户外运动爱好者前来走古道、赏梅花，摄美景、品徽韵。



## Maihuayu Village, Shexian County, Huangshan City, Anhui Province:

“Potted Landscape +,” a new model of industry integration  
to empower rural revitalization



## Abstract

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Focusing on traditional industries, Maihuayu Village of Shexian County, Huangshan City, Anhui Province, actively explores a new model of integrating potted landscape with tourism, festivals & celebrations, and e-commerce industries, constantly expands the boundaries of traditional potted landscape industry and promotes its upgrading, and continues to empower rural revitalization with intangible cultural heritage and creative ideas. It is going all out to build a dynamic, beautiful, nostalgia-evoking mountainous countryside that has thriving businesses and creativity along the Xin'an River, and has blazed a unique path to rural revitalization.





## Challenges and Problems

Maihuayu Village is located in the hilly area of the upper reaches of Xin'an River in southern Anhui province, and lives on tourism and the potted landscape industry. The village is about 20 kilometers away from the county seat, and most of the roads leading to it are dirt roads, making it inconvenient for tourists to come or to transport potted plants out of it. Under its jurisdiction are 236 households of 641 people divided into 9 villager groups, living on a land spanning 3,800 *mu* (including 2,268 *mu* of national non-commercial forest, accounting for 59.6% of the total). The per capita land area is so small that replacement of seedlings is restricted, so is the development of potted landscape industry.

## Measures

### 1. Preserving the intangible cultural heritage.

In order to cultivate more intangible cultural heritage inheritors, Maihuayu actively promotes the “masterapprentice” program, and pairs masters with apprentices to pass down Huizhou-style techniques of potted landscape. At present, the village has a professional team of 86 dedicated to the Huizhou-style potted landscape, including the young, the middle-aged and the old. Among them is one certified by the state, one by the province, 12 by the municipality and 15 by the county. At the same time, to advocate upbeat social etiquette and civility, the villagers actively collected materials to record the history of the village, write village songs and code of conduct. In particular the village song “The Beautiful

Scenery of Maihuayu Village” won the gold medal of “Top Ten Village Songs in China.”

### 2. Showing the beauty of the countryside.

In recent years, embracing the trend of “arriving at tourist attractions faster and staying longer,” Maihuayu has raised more than RMB 10 million and started to improve the project layout. It has widened the microcirculation road leading to Yuelingwu, restored the ancient path to Xiakeng, and improved tourist signs, parking lots and public toilets for tourists. The overall village environment is better. At the same time, in its drive to become a specialty town of Huizhou-style potted landscape industry, Maihuayu has formulated the development plan for the potted landscape industry, the plan for upgrading the cultural & tourism industry, and plans to coordinate industrial development, public services, and marketing efforts, and further optimized the spatial layout of development.

### 3. Launching the “potted landscape +” initiative.

First, “potted landscape + tourism.” In order to achieve green development of the potted landscape industry, Maihuayu vigorously promotes the interplanting cultivation model of “transferring one, cultivating one” to make maximum use of existing land resources. It nudges villagers to cultivate plum trees in the exposed mountain areas, in front or at the back of their houses. Now its plum trees have covered nearly 10,000 *mu* and when they bloom in spring, they would attract countless tourists. Second, “potted landscape + festivals & celebrations.” With blossoms as the medium, the village has held ten editions of the plum blossom photography festival in a row, effectively promoting the integrated development of potted landscape industry and rural tourism, leading to the prosperity of the industry and income increase



for villagers. In 2022, the Plum Blossom Art Festival generated revenue of over RMB 800 thousand for the B&B and agritainment industry and RMB 2 million from the sale of potted plants. Third, “potted landscape + e-commerce.” In order to expand the sales channels, the village, with the help of specialized flower and potted plant cooperatives and associations, guides the potted plants growers to join the joint distribution network and sell the potted plants to the rest of the country by means of live streaming on Douyin, Cloud Streaming and opening stores on Taobao, etc. At present, the village has one comprehensive e-commerce service station, more than 40 online stores, and the annual sales of potted plants online exceeded RMB 5 million.

## Results

Maihuayu Village has been awarded such titles as “National Beautiful Demonstration Village,” “National Demonstration Village for the ‘One Village, One Product’ Program” “National Model Village in Ecological Progress,” “Traditional Village of China.” Its Huizhoustyle potted plant cultivation techniques have been included in the first batch of intangible cultural heritage of Anhui province and the list of national intangible cultural heritage items. In 2021, the village registered an income of RMB 38.24 million, up 5.57% year-on-year, and the per capita income of RMB 25,000, up 8%. It has more than 40 households specialized in growing potted plants, with annual sales exceeding RMB 23 million. There are also 15 farm stay and B&B service providers, which can

receive 80,000 visitors a year and have created 500 jobs for villagers. In the first quarter of 2022, the community collective generated RMB 840,000 from tourism.

## Experience and Inspirations

**1. Embrace the theory that lucid waters and lush mountains are invaluable assets, and consolidate the foundation for ecological conservation.** Maihuayu Village has always adhered to the theory that lucid waters and lush mountains are invaluable assets, constantly consolidated the foundation for ecological conservation, promoted the sustainable transformation of “lucid waters and lush mountains” into “invaluable assets,” so as to build a beautiful countryside where Man live in harmony with Nature, and provide an important guarantee for the development of rural tourism. Over the years, the highend potted landscape industry has stretched from the village, the hills, to surrounding villages and towns, and formed a natural landscape of eco-friendly rural tourism and a cultural landscape, making Maihuayu a destination showcasing the essence of Huizhou-style potted landscape.

**2. Take root in the Huizhou culture and inherit the traditional cultural heritage.** The profound Huizhou culture is the root and soul of the Huizhou potted landscape culture that is being inherited and advocated in the village. The Huizhou culture and the Huizhoustyle potted landscape techniques are deeply rooted in the village and have been passed down from generation to generation. At present, there are 29 national, provincial,



municipal and county-level inheritors of the Huizhou-style potted landscape techniques. They take it as their duty to promote Chinese excellent traditional culture and strengthen the protection and inheritance of the Huizhou-style potted landscape techniques. The village is vigorously promoting the “master-apprentice” program, tells the story of this intangible cultural heritage, shows its charm and vitality, and makes it the trump card of its core tourist attractions.

**3. Broaden the path to inclusive development by centering on sharing development fruits with the people.** Making full use of the industrial service team, village-level grid workers and entrepreneurship-based poverty relief leaders, the village is actively building the information base of farmers and the development base of the potted landscape industry, to create a good environment for rural development. Via the platform offered by specialized potted landscape cooperatives, the villagers are mobilized to engage in rural tourism. The village is striving to explore the interest linkage mechanism that brings together specialized potted landscape cooperatives, the market and cooperative members. By developing cultural and creative products, cultivating the e-commerce industry and offering technical training, it has improved the quality of rural tourism and the techniques of Huizhou-style potted landscape, expanded sales channels, boosted the development of the village collective and increased villagers’ income.

### Next Steps

The village will continue to play to the sustainability of the rural development model, strengthen the integration of culture, art and tourism, and strive to build its reputation as a unique tourist destination.

**1. Strengthen the cultural and tourism industry.** Catering to the characteristics of the intangible cultural heritage inheritors, it shall move faster to build the Huizhou-style Potted Landscape Garden and exquisite courtyards, build the Huizhou-style potted landscape technology training and R&D center, strengthen technology exchange, diversify the portfolio of potted landscape products, and develop micro and small-



sized potted plants as appropriate to enhance market competitiveness.

**2. Break away from the constraints of factors.** It will accelerate the expansion and renovation of the village’s microcirculation roads, build new parking lots, regulate the administration of incoming shuttle vehicles, and effectively ease traffic congestion and address the shortage of parking spaces. By means of land use right transfer and pooling of land as shares, it will strengthen cooperation with surrounding towns and townships, and consolidate more land resources for the development of potted landscape industry.

**3. Build a rural tourism complex.** The village will actively encourage and promote micro-renovations and micro-innovations, put the idle assets back into use, and build a rural tourism complex that offers Huizhou-style potted landscape tours, leisure, catering and accommodation services. It will introduce highend B&B services with unique features, standardize the service quality of farm stays, build specialty service brands, and vigorously improve the quality of tourism so that visitors are willing to lengthen their stay and come back. Meanwhile, it will enrich the contents of the Plum Blossom Festival with both online and offline activities, and attract more photography and outdoor enthusiasts to hike along the ancient path, appreciate the beautiful plum blossoms, take photos of beautiful scenery and immerse in the local culture and lifestyle.

# 山东烟台市蓬莱区丘山谷： 葡萄酒 + 休闲度假旅游助力乡村振兴



## 摘要

丘山谷位于山东省烟台市蓬莱区中部，规划面积 19 平方公里，近年来片区依托北纬 37°葡萄海岸地域优势，大力发展酿酒葡萄种植、建设葡萄名酒庄。目前丘山谷已陆续引入世界七大精品酒庄，形成葡萄酒庄集聚效应。丘山谷以酒庄为抓手，积极探索“葡萄美酒 + 休闲度假”特色旅游产品，先后开发了酒庄体验、农家美食、特色民宿、果蔬采摘、田园垂钓、节庆赛事等旅游项目，形成集葡萄采摘、酒庄度假、农家风情于一体的乡村旅游产业链，延伸和拓展了片区葡萄酒休闲度假旅游的发展空间，成效显著，走出一条特色化的乡村振兴之路。



## 挑战与问题

丘山谷片区位于山东省烟台市蓬莱区中南部，交通不便，片区内无厂矿企业，百姓多以种植苹果、桃、梨等果树农作物为主要经济收入来源。丘山谷的青壮劳力多寻求大城市发展，庄内老龄化现象较为严重，村庄经济得不到提升。尽管区内生态环境优良，依山傍水，景色秀丽，生态资源和文化底蕴较好，但由于没有较好的挖掘，缺乏特色吸引物，发展传统观光旅游十分受限。

## 措施

**1. 明确思路。**丘山谷按照“全域旅游”的理念，顺应乡村旅游发展趋势，结合当地特色资源，提出了以打造开放式 5A 级景区和国内知名、省内唯一的葡萄酒旅游片区为目标，集全区之力推动丘山谷葡萄酒休闲体验区发展，促进全区旅游由观光旅游向休闲度假转变。

**2. 编制规划。**丘山谷依托区域地形地貌和旅游资源，先后编制《丘山谷乡村旅游发展重点片区规划》和《丘山片区乡村旅游概念规划》，结合片区整体规划不断完善区域基础设施建设，打造片区葡萄酒旅游整体视觉识别系统，突出集群片区旅游氛围和接待功能。

**3. 引入国企。**丘山谷引入蓬莱阁文化旅游集团有限公司，先后投入 1.3 亿元完成安诺路、艾山旅游通道、环谷路等旅游外部廊道建设，提升片区的外部大环境；投入 6,000 多万元实施片区内民居改建、景观塑造、河道整治、活动场所建设、丘处机文化恢复、绿道慢行系统、农家乐培育等“十大工程”，最大限度地保护了片区内的胶东传统村落；投入 1,000 多万元依托葡萄酒元素，利用片区内闲置的胶东特色民居，修建改建木兰风情精品民宿，民宿以世界著名葡萄酒产地命名，独具地方葡萄酒风情特色。

**4. 丰富业态。**丘山谷在葡萄酒产业振兴基础上，近年来连续举办三届葡萄酒庄超级马拉松赛事活动、两届农民丰收节以及五届“欢乐蓬莱年”年货节，既丰富了群众文化生活，给乡村旅游加入时尚元素，同时也扩大了品牌知名度。与此同时丘山谷大力传承发扬传统节日，举办各种各样充满地方民俗特色和传统文化气息的旅游表演活动，比如秧歌大戏、锣鼓唢呐、旗袍秀、包粽子比赛等特色项目，丰富了村庄的旅游业态。

**5. 应对疫情。**2020 年以来受疫情影响，乡村旅游受创严重。为缓解丘山谷乡村旅游的困境和经营压力，丘山谷积极优化结构，创新产品形式与内容，依托丘山谷葡萄与葡萄酒资源，力推康养旅游主题线路，打造特色突出的乡村旅游精品。同时，





采取网络直播、大V探店等新媒体手段，提高丘山谷乡村旅游知名度和影响力，吸引周边县市区市民到丘山谷休闲旅游。

### 成效

丘山谷依托7个葡萄酒庄和近万亩葡萄种植基地，大力发展葡萄与葡萄酒产业，先后引入10余家国内外企业集团落户片区，开发项目总投资超过40亿元。通过筑巢引凤，丘山谷已经从一个默默无闻的山区，发展成为年接待游客35万人次、综合收入2亿元的乡村旅游集群片区，带动农民人均增收4万元。

### 经验与启示

**1. 因地制宜，开发地方特色。**丘山谷顺应乡村旅游发展趋势，通过挖掘本地优势资源与优势产业，深层次开展产业规划，开辟符合地方实际的差异化发展道路，从而有效避免旅游发展“千景一面”的同质化问题，不断推动乡村产业的转型升级和高质量发展，真正实现农村产业兴旺和可持续发展。

**2. 产业驱动，主导乡村振兴。**主动适应经济发展新常态，坚持选择产业融合、环境友好、附加值高、就业类型宽泛的产业。丘山谷选择产业方向时，通过立足“世界七大葡萄海岸”之一和“中国葡萄酒名城”的优势，以葡萄和葡萄酒产业为驱动，逐步形成了有机融合产业发展创新模式，促进产业集群化发展、拉动新农村建设，形成了独具丘山谷地域特色的发展模式。

**3. 项目带动，形成乡村振兴合力。**2018年丘山谷片区实行项目化管理，通过美丽乡村建设改善村居环境，安排优质葡萄苗木补贴，大力扶持发展优质酿酒葡萄基地，先后启动丘山谷葡萄酒休闲体验区项目，丘山谷世界级葡萄、葡萄酒主产区和旅游目的地项目，丘山谷葡萄酒养生休闲体验区旅游综合开发项目等，目前丘山谷内已有9个村庄加入到葡萄酒休闲体验板块当中来。

### 下一步计划

蓬莱区将充分发挥丘山谷高端酒庄集聚优势，实行高标准打造、建设引领蓬莱乡村振兴的葡萄酒休闲体验区。一是完善产业发展体制机制，盘活丘山谷资源，积极争创省级旅游度假区。二是编制区域详细规划，依托葡园、美景、美酒资源，引进世界知名酒庄，建设木兰沟、田家庄等民宿集聚区，培育一批“有情怀、有故事、有文化”的精品民宿，全力推出“品佳酿、住酒墅、游酒堡、购美酒”的葡萄酒定制旅游产品，满足游客高端需求。三是加强环谷路内村庄管理、区域规划设计和整体运营，用营销理念指导规划设计；以丘山谷游客中心为依托搭建旅游服务平台，实现集散功能，为游客提供旅游咨询、线路定制、酒庄展示、商品销售等多项服务。丘山谷致力成为乡村振兴的“齐鲁样板”。

# Qiushan Valley, Penglai District, Yantai City, Shandong Province:

Integrating the wine industry with leisure & vacation  
tours to boost rural revitalization



## Abstract

Qiushan Valley is located in the central part of Penglai District of Yantai, Shandong Province, with a planned area of 19 square kilometers. In recent years, making use of its geographical advantages of locating in the coastal belt at 37 degrees north latitude suitable for vine cultivation, it has vigorously cultivated vines and built a cluster of boutique wineries. So far, it has introduced seven world-famous wineries, and formed a clustering effect. Starting with wineries, it actively develops tourism products featuring “wine industry with leisure & vacation tours,” and has successively launched such products as winery experience, farm food, B&B, fruit and vegetable picking, outdoor angling, festival celebrations and sporting events to attract visitors. It has formed a rural tourism industry chain integrating grape picking, holiday making in wine chateaus and rural lifestyles, and expanded the development space for wine-themed leisure and vacation tours. The results are remarkable. It has blazed a path of its own characteristics to rural rejuvenation.



## Challenges and Problems

Qiushan Valley used to be difficult to access from outside. There is no factory or mining enterprise, and locals mostly grow apples, peaches, pears and other fruit trees for a living. Most of the young and middle-aged had left for a better life in big cities, and the remaining population was prominently aged, hindering economic development in the villages. Although it boasts a good ecological environment, beautiful scenery, abundant ecological resources and profound cultural heritage, it fails to put them into good use or develop any tourist attractions of its own characteristics, thus restraining the development of traditional tourism.

## Measures

**1. Clarifying the approach to development.** In accordance with the concept of “all-area-advancing tourism,” Qiushan Valley follows the trend of rural tourism, and in combination with its unique resources, has proposed to build an open 5A scenic spot and the only wine-themed tourism area enjoying national reputation in the province. It concentrates resources on promoting the development of the wine-themed leisure and experiential tour area, in an attempt to shift the focus of tourism from sightseeing to leisure and vacationing.

**2. Preparing plans.** Based on the regional topography and tourism resources, it has prepared *The Plan for Key Areas for the Development of Rural Tourism* and *The Conceptual Plan for Rural Tourism*. And in line with the master plan for the Valley, it continuously



improves infrastructure construction, builds an overall visual identification system for wine-themed tours, and highlights the pro-tourism atmosphere and reception functions of the cluster area.

**3. Introducing state-owned enterprises.** Qiushan Valley has introduced Penglaige Culture & Tourism Group Co., Ltd., and invested RMB 130 million in building external tourist corridors such as Annuo Road, Aishan Tourist Passageway and Huanggu Road to improve the external environment of the area. More than RMB 60 million has also been invested in the renovation of residential buildings, landscaping, river course improvement, building activity sites, restoring the cultural site in honor of Qiu Chuji, a famous Taoist, building green roads and slow-traffic system, and cultivating farm stay businesses, and the traditional villages in eastern Shandong are preserved as much as possible. Another more than RMB 10 million is spent on repurposing idle residences with local characteristics into boutique homestays that feature magnolia flowers and are named after the world-famous wine producing area, highlighting the local wine culture.





**4. Diversifying business forms.** On the basis of the booming wine industry, Qiushan Valley has in recent years hosted three editions of super marathons, two editions of bumper harvest festivals and five editions of the annual “Happy Penglai Year,” enriching the cultural life of the people, adding fashionable elements to rural tourism, and building up its brand visibility. At the same time, it actively inherits and advocates traditional festivals and has staged various performances based on local folk customs and culture for tourists, including the rural dance yangko, gong, drum and *suona* performances, the *qipao* runway show, and the *zongzi* competition, diversifying the tourist experience.

**5. Epidemic response.** Rural tourism has been hit hard by the outbreak of Covid-19 since 2020. In order to help rural tourism businesses and alleviate their pressure, Qiushan Valley actively optimizes the structure, introduces new products and contents, relies on its grape and wine industry, and promotes thematic health-preservation tourist routes, to develop boutique distinct tourism products. At the same time, it employs new media means, such as live-streaming and inviting Internet celebrities to visit, to increase its popularity and influence as a rural tourism destination and attract visitors from surrounding counties and cities.

## Results

Relying on seven wineries and nearly 10,000 *mu* of the vine cultivation base, Qiushan Valley has vigorously developed the grape and wine industry, and successively introduced more than 10 domestic and foreign enterprise groups. The total investment in the development projects

has exceeded RMB 4 billion. Qiushan Valley has grown from an unknown mountainous area to a rural tourism cluster area that receives 350,000 tourists and generates a comprehensive income of RMB 200 million a year, increasing the per capita income by RMB 40,000 in the village.

## Experience and Inspirations

**1. Develop local characteristics according to local conditions.** Qiushan Valley should follow the trend of rural tourism, tap into local advantageous resources and industries, conduct in-depth industry planning, and explore a differentiated development path in line with local realities. Only in this way can it effectively avoid the homogenization of tourism development, promote the transformation, upgrading and high-quality development of rural industries, and truly realize the prosperity and sustainable development of rural industries.

**2. Promote rural revitalization driven by the development of rural industries.** It will actively adapt to the new normal of economic development and continue to develop industries that are integrated, eco-friendly, have high added-value and offer diverse employment opportunities. When selecting the direction for local industry, Qiushan Valley, based on its advantages as one of the world’s top seven grape-growing coastal regions and the “Famous Wine City in China,” has gradually formed an innovative model of integrated industrial development driven by the grape and wine industry, promoted industry clustering and the construction of a



new-type countryside, and formed a development model with unique local characteristics.

**3. Form synergy for rural revitalization through project implementation.** In 2018, Qiushan Valley introduced project-based management. It improved the rural environment, offered subsidies for high-quality grape vine seedlings, and greatly supported the development of high-quality grape cultivation bases. It has successively launched the wine-themed leisure and experiential area project, the world-class grape and wine production area and destination project, and the comprehensive tourism development project of the wine-themed health-preservation leisure and experiential area. So far, nine villages in Qiushan Valley have joined the wine-themed leisure and experiential project.

### Next Steps

Penglai District will give full play to the clustering effect of high-end wineries in Qiushan Valley, develop the cluster area up to high standards, and build a wine-themed leisure and experiential area that drives rural revitalization. **First**, it will improve the industrial development system and mechanism, put the idle resources of Qiushan Valley into good use, and strive to build it into a provincial-level tourist resort. **Second**, it will formulate detailed regional plans, introduce world-renowned wineries and build homestay clustering areas in Mulangou and Tianjiazhuang based on vine gardens, the beautiful scenery and wine products, and cultivate a number of boutique homestays with historical and



cultural heritage. It will customize the wine-themed visitor experience covering “wine tasting and shopping, hotel service and chateau visits” for high-end tourists. **Third**, it will strengthen the village management, regional planning and design and overall operation within Huanggu Road, and guide the planning and design with the marketing concept. It will build a tourist service platform based on the visitor center, where visitors are picked up and dropped off and can easily access such services as information, route customization, winery display, and commodity sales. All this will help make Qiushan Valley a model of rural revitalization in Shandong.



# 湖南湘西土家族苗族自治州 凤凰县： 祥源凤凰古城公司打造历史文化名城



## 摘要

祥源凤凰古城公司依托湖南省湘西土家族苗族自治州凤凰县丰富的旅游资源，实施“旅游带动”战略，将旅游产业逐步发展成为当地经济的主导产业与支柱产业，实现了以文化旅游产业为主导的县域特色经济发展之路。





## 挑战与问题

凤凰县总面积 1,745 平方公里，全县总人口 42.1 万人，其中苗族人口 25 万人，占全县总人口的 59.1%，是一个以苗族为主的少数民族聚居县，属国家扶贫开发工作重点县。凤凰县处于“大湘西文化圈”中部，在历经漫长的历史长河的洗礼，在多元文化的碰撞与交融中，形成了其独特的“五大特色资源”优势：古朴的历史风貌、厚重的文化底蕴、浓郁的民俗风情、秀美的山水风光及辈出的名人才。然而因地处偏远，交通及基础设施薄弱、基础配套设施严重不足、专业人才匮乏、民俗文传承与开发的观念意识壁垒等限制，加上邻近有享誉世界的张家界、芙蓉镇等强势景区的冲击及影响，先天性不足与后天性制约因素影响导致凤凰古城旅游行业发展起步晚、起点低。

## 措施

**1. 成立专业公司。**祥源凤凰古城文化旅游投资股份有限公司与凤凰县人民政府签订凤凰古城景点景区权转让合同，以 8.33 亿元获得凤凰县八大景点 50 年经营权，成功地实现了旅游资源所有权与经营权有效分离。公司在持续做好景区硬件建设的同时，不断提升景区整体管理水平、提高对客服务质量、塑造良好的市场形象，为打造成为行业标杆企业持续发力。

**2. 完善基础配套。**祥源凤凰古城公司持续投入大量人力、财力、物力用于基础服务体系建设。

从凤凰县母亲河沱江河环境治理、古城基础亮化设施、古城环境卫生清洁维系，到北门码头升级扩建、景区污水系统建设、停车场建设、公共卫生间建造等各类基础性硬件设施进行整体提升完善。

**3. 塑造旅游品牌。**祥源凤凰古城公司充分挖掘当地优质的山水风光和民俗文化资源，确立凤凰县旅游定位为“文化旅游”，打造“神秘古城、天下凤凰”旅游形象。凤凰县开发精品乡村旅游线路，如苗人谷、飞水谷、勾良苗寨、山江博物馆等；策划并组织实施“凤凰艺术年展”等系列宣传活动以及“南方长城中韩围棋赛”等大型活动，逐步将凤凰古城推向全国乃至世界。

**4. 打造水上实景演出。**祥源凤凰古城公司对当下体验式旅游消费进行深度挖掘，为演绎凤凰之美、传播凤凰文化，公司投资逾 5,000 万元，以沱江为载体，以《边城》演艺为基础，采用光影科技、国风动漫与电影级视听的巧妙融合，打造“湘见·沱江”水上沉浸式艺术游船项目，有效提升景区的文化品质和吸引力，推动了夜间旅游。

## 成效

祥源凤凰古城公司作为当地龙头企业，带动凤凰县旅游产业持续向好发展，显著推动了县域经济。旅游产业为凤凰县直接提供就业岗位 2 万多个，全县涉旅从业人员超 8 万人，旅游总收入由



2001 年的 1.09 亿提升到 2020 年的 173.3 亿元，以旅游业为主的第三产业增加值连续多年占 GDP 的 55% 以上；截止 2020 年，城镇和农村居民人均可支配收入分别为 2,8003 元、1,2368 元。公司在胜花村落地茶业扶贫项目，先后斥巨资采购提供茶苗 239 万余株，并全程协助给予技术指导，其直接或间接带动胜花村农户 424 户、1,843 人的就业增收，带动 99 户贫困户、413 人脱贫。

## 经验与启示

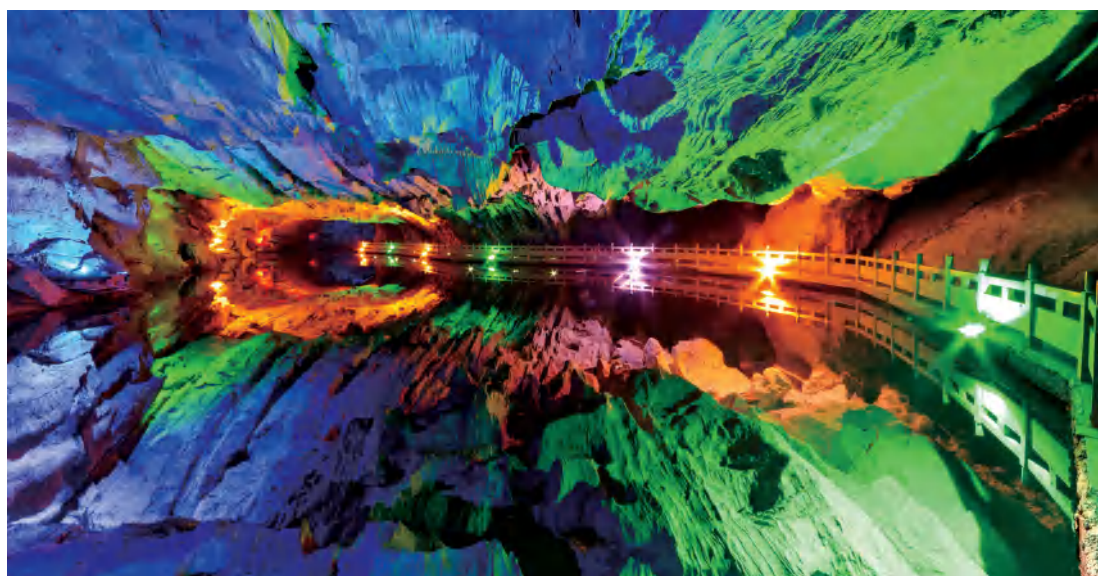
**1. 做优顶层设计。**祥源凤凰古城公司在上级政府关于“湘西旅游一盘棋”的战略思想指导下，基于凤凰古城在“大湘西”旅游区域中的角色和价值定位，结合祥源“旅游目的地建造者”的重要使命，围绕全域旅游总体布局，全盘规划、系统性做优旅游业发展顶层设计，并不断探索和完善。

**2. 深耕本土民族文化。**凤凰古城历史文化底蕴厚重且独具一格，湘楚文化与当地文化的结合、以及苗汉文化的相互交融形成了凤凰的地域文化。祥源凤凰古城公司在现有外在的民俗文化表象基础上，深挖文化内涵，厘清本土多元文化和主导文化，精炼符合健康发展和市场需求的元素，最终形成具有浓郁的本土气息的文化展现。

**3. 在地关系的和谐发展。**凤凰古城从一座偏远的山区古镇发展成为目前享誉中外的国家历史文化名城，是祥源凤凰古城公司、地方政府、本土居民三方相互理解、相互支持、共同奋斗的成果。地方政府提供良好的营商环境及政策支持，为企业铺好发展的道路；公司破局革新，积极吸收和带动当地居民就业，做到反哺家乡、履行社会责任。只有三方的共同发力和相互支持，才能将文旅产业这条道路走的持久长远。

## 下一步计划

为有力推动凤凰县文化旅游产业可持续发展，向文化保护纵深推进和有序提质，一方面祥源凤凰古城公司继续以“湘见·沱江”水上沉浸式艺术游船项目为突破点，进一步深挖民族文化，将民族文化融入文旅产业，打造凤凰古城新的夜游经济。另一方面公司将同时积极推动“线上文化产品 + 线下旅游场景”协同发展，努力实现“线上场景化、服务沉浸化、科技体验化、消费多元化、社群会员化”，为湘西州文旅事业发展添砖加瓦、再谱新篇章。



## Fenghuang County, Xiangxi Tujia and Miao Autonomous Prefecture, Hunan Province:

Fenghuang Ancient City Touring Co., Ltd. developing Fenghuang's state-level historical and cultural division



## Abstract

Relying on abundant tourism resources, Fenghuang Ancient City Touring Co., Ltd. implements the strategy of tourism-driven development, and gradually develops the tourism industry into the leading and pillar industry of the local economy. It has found the road of developing the county economy with distinct characteristics dominated by the culture & tourism industry.





## Challenges and Problems

The county of Fenghuang covers a territory of 1,745 square kilometers and has a population of 421,000, including 250,000 Miao people, accounting for 59.1% of the total. It is a Miao-dominated ethnic minority enclave and a state-level key county for poverty alleviation and rural development. The county sits in the middle of the Xiangxi Cultural Circle. Throughout its long history and through collision and fusion of different cultures, it has formed five unique advantages: the historical look, profound cultural heritage, folk customs, beautiful scenery and a number of national heroes. But due to its remote location, it used to suffer from weak transportation and other infrastructure, serious lack of basic supporting facilities and professionals, and locals failed to realize the importance of inheriting and developing folk culture. All these internal factors, plus the external competition

from nearby world-renowned tourist attractions such as Wulingyuan Scenic Area in Zhangjiajie and Furong Town, have hindered the development of the tourism industry in the ancient town of Fenghuang.

## Measures

**1. Establish a specialized company.** Fenghuang Ancient City Touring Co., Ltd. signed a contract with the People's Government of Fenghuang County for the transfer of the right to operate scenic spots in the ancient town of Fenghuang, and obtained the right to operate eight major scenic spots of Fenghuang County for 50 years with RMB 833 million. Thus the ownership and the operation right of tourism resources are effectively separated. While continuing to improve the hardware conditions in the scenic spots, the company constantly improves the overall management of the scenic spots and tourist services, and builds a good market image, so as to become a model enterprise in the industry.

**2. Improve basic supporting facilities.** Fenghuang Ancient City Touring has continuously invested a large amount of human, financial and material resources in building the basic service system. It has upgraded and improved basic hardware facilities, including improving the environment of the mother river of Fenghuang County – Tuojiang River, lighting up the ancient town, maintaining environmental sanitation of the ancient



town, expanding the Beimen Wharf, building the sewage system, parking lot and public toilets in scenic spots.

**3. Build a tourism brand.** Fenghuang Ancient City Touring has fully tapped into local high-quality landscape and folk culture, positioned Fenghuang County as a destination for “cultural tours,” and worked to build up its image as a tourist destination featuring the ancient town – “Fenghuang, a One-of-a-kind Mysterious Ancient Town in the World.” It has developed boutique rural tourism routes, including the Miao People Valley, Feishui Valley, Goliang Miao Village and Shanjian Museum; planned and organized a series of promotional activities such as the annual Fenghuang Art Exhibition and the Southern Great Wall China-ROK Go Contest, to build up Fenghuang’s national and even global reputation and popularity.

**4. Present an open-air night show with real scenery above the water.** Based on in-depth analysis of the current trend of experiential tours, Fenghuang Ancient City Touring has invested more than RMB 50 million and employed lighting technology, Chinese-style animation and audio-visual effects, based on the performance of “Border Town,” and developed an immersive art cruise tour on Tuojiang River, to show the beauty of Fenghuang and its beautiful culture. The project has effectively enhanced Fenghuang’s cultural quality and appeal, and promoted night tours.

## Results

As a local leading enterprise, Fenghuang Ancient City Touring has driven the sustainable development of tourism industry in Fenghuang County and significantly



boosted the economic development of the county. The tourism industry has directly provided over 20,000 jobs in the county, and over 80,000 residents are engaged in tourism-related services. The total tourism income increased from RMB 109 million in 2001 to RMB 17.33 billion in 2020. The added value of the tertiary sector, which is dominated by tourism, has accounted for more than 55% of GDP for many consecutive years. By 2020, the per capita disposable income of urban and rural residents was RMB 28,003 and RMB 12,368 respectively. The company has launched a tea project to combat poverty in Shenghua Village. It spent a large amount of money purchasing more than 2.39 million tea seedlings and provided technical guidance throughout the process, which directly or indirectly increased the employment and income of 424 households, or 1,843 people, and lifted 413 people from 99 households out of poverty.

## Experience and Inspirations

**1. Do a good job with the top-level design.** Guided by the strategic thinking of the superior government on “coordinating tourism development in Xiangxi,” Fenghuang Ancient City Touring, based on the role and value orientation of Fenghuang Ancient Town in the Greater Xiangxi Area, and Xiangyuan’s mission as a tourist destination builder, has systematically made and optimized the top-level design of tourism development and kept making explorations and improvements in line with the overall development of all-area advancing tourism.

**2. Cultivate the native ethnic culture.** The ancient town of Fenghuang boasts a long history and a unique

culture shaped by the fusion of the Xiangchu culture and the local culture and the Miao and Han cultures. Based on the existing appearance of folk culture, Fenghuang Ancient City Touring delves into the cultural connotation, clarifies the relationship between the diverse local cultures and the mainstream one, extracts elements that conform to the trend of healthy development and meet market demand, and promotes their integration, leading to outcomes with a strong local flavor.

**3. Enhance community harmony.** The rise of Fenghuang Ancient Town from a remote mountain town to a famous state-level historical and cultural division is the result of mutual understanding, mutual support and cooperation among Fenghuang Ancient City Touring, local government and residents. Local government provides a good business environment and policy support to pave the way for the development of enterprises; the company seeks innovation, actively promotes the employment of local residents, and fulfills its social responsibilities by giving back to its hometown. Only through the joint efforts and mutual support of the three parties can the cultural and tourism industry go far.

### Next Steps

In order to promote the sustainable development of the cultural and tourism industry in Fenghuang County, promote cultural heritage conservation and improve the quality of development in an orderly



manner, Fenghuang Ancient City Touring will continue to promote the immersive art cruise project, dig deep into ethnic culture, and integrate ethnic culture into the cultural and tourism industry to develop night tours in the ancient town. Meanwhile, the Company will actively promote the coordinated development of “online cultural products and offline tourism scenes” and strive to develop “online consumption scenes, immersive services, technology-enabled interaction, diverse consumption, and membership-based programs, to write a new chapter for the development of culture and tourism in Xiangxi.





# 江苏苏州市吴江区谢家路村： 农文旅深度融合助力蚕丝之乡化茧成蝶



## 摘要

江苏省苏州市吴江区震泽镇谢家路村坚持农文旅深度融合发展，定位低密度、亲情式、高品质的旅居度假，强化共同富裕发展导向，通过与浙江大学周玲强教授领衔的旅游团队长达八年的陪伴式合作，让悠久的蚕桑文化在农村生根，让多元的发展机遇惠及农民生活，让蓬勃的文旅产业助推农业发展，走出了一条“村美业特农民富，水韵桑田稻花香”的内生式乡村振兴发展新路，走出了一条“产业与文化共荣，居民与游客共享，人与自然和谐共生”的乡村旅游高质量发展之路，成为“中国·江村”乡村振兴示范样板。



## 挑战与问题

谢家路村位于长三角生态绿色一体化发展示范区，是中国历史文化名镇和全国著名蚕丝之乡，全村面积 3.949 平方公里，户籍人口近 1,700 人。2016 年之前，谢家路村仍存在集体经济发展滞后、基础设施落后、“散乱污”现象突出、产业基础薄弱等问题，村民大多外出打工，村里留守的村民基本都在 60 岁以上。传统蚕桑产业后继无人，亟需转型升级。

## 措施

### 1. 坚持生态文明理念，打造绿色低碳环境。

近年来，谢家路区域累计腾退落后工业企业 7 家，整理土地 35 亩，在尽力保留厂房等设施的前提下，将宝贵的空间资源用于关键载体建设。横跨周生荡的 500 千伏高压线有碍观瞻，极大阻碍了美丽乡村建设，为使之整体迁移，仅这一项就投入了 2,700 万元。搬迁高压线的同时，还对周生荡及入湖河道逐步进行生态修复和清淤，科学规划基础设施建设，实现生活污水接管全覆盖，逐步实现“村舍相望、水天相接、蚕桑人家”的江南湿地水乡风光。



### 2. 坚持产业融合理念，精雕甜蜜假日产品。

谢家路村以“水韵谢家”为乡游品牌，着力构建一二三产融合发展的资源生长型产业体系，创新打造甜蜜假日特色主题产品，以蚕式慢生活吸引长三角中高端客群。通过盘活利用近 50 亩厂房土地、300 亩林地和 80 户民居，开展乡村主题招商，先后签约了莫干山民宿会长单位西坡酒店管理公司、大理网红农场柴米多团队等国内行业翘楚，投资运营民宿、餐饮、文旅项目，将旧农舍、厂房、仓库改建成网红餐厅与精品民宿。

### 3. 坚持数字赋能理念，形成多元化销售链。

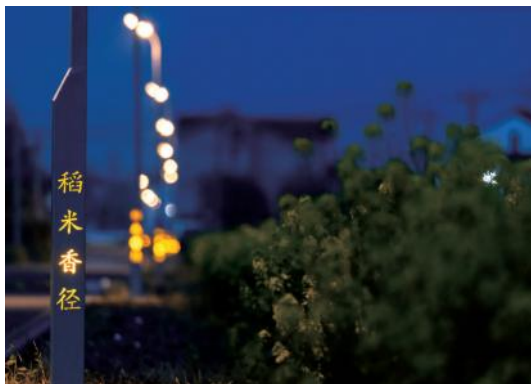
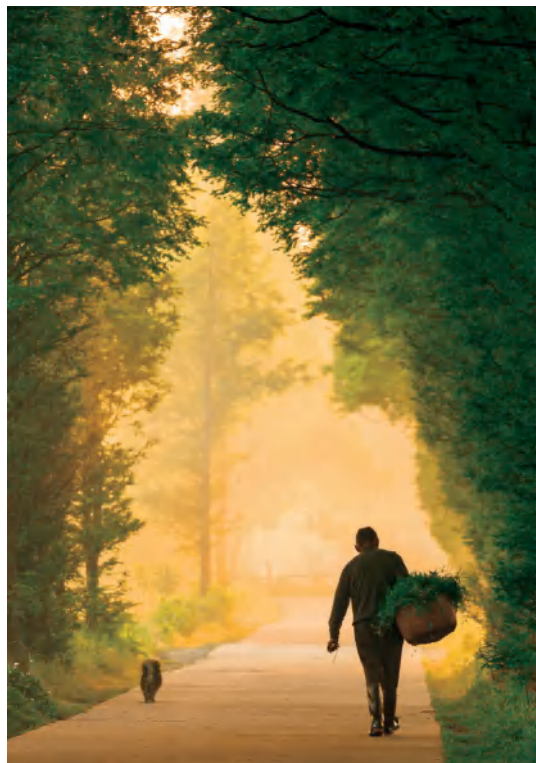
一是从“客人”到“主人”，谢家路生态农业合作社推出“预定承包”的新型订单销售方式，通过把消费者转变成农产品的“主人”，实现真正的“私人订制”，获得更多的乡村体验。二是从“线下”



到“线上”，农产品、太湖雪蚕丝制品等，都已通过抖音等平台进行网络直播销售。本地企业太湖雪疫情期间实现电商销售额超 1.5 亿元。三是从“田间”到“舌尖”，震泽湿地片区多处采摘、垂钓等活动体验点，从采摘到制作到品尝，丰富多彩的农业体验活动，让震泽的乡村旅游更具特色，更有滋味。

## 成效

通过丝绸创意叠加，乡村度假产业升级，蚕桑主题村落谢家路实现了“一颗茧的升华”奇迹。通过农文旅融合、文创赋能，一颗蚕茧价值从原先的 0.1 元提升到 10 元，效益放大近 100 倍。近三年来谢家路村共接待游客超 50 万人次，成为远近闻名的网红度假村。2020 年以来，受新冠肺炎疫情影响，谢家路村紧紧抓住本地游客，人均到访率、逗留时间、人均消费较 2019 年明显上升，2020 年游客量 20 万人次以上，旅游收入 935 万元。截止



2021 年，谢家路片区共吸纳本村 312 人就业，返乡创业人数 32 人，村级收入 790 万元，村级可支配收入 522 万元，村民人均收入达到 3.9 万元，成为内生式发展促进乡村振兴的标杆村。

## 经验与启示

**1. 高站位创新乡村经营管理模式。**树立系统运营观，建立政府、村集体、村民与工商资本等多方协作联动机制。震泽镇湿地片区的四个村委会共同出资 1,000 万元，设立了苏州震泽湿地资源管理有限公司，以统一的标准对区域内村民的闲置房屋、林地等资源进行有计划地收储、修缮、改造、出租及合作经营，为每户村民带来了平均 3 万元的年租金收入。震泽湿地文化旅游发展有限公司承担相关政府性投入的工程项目建设，同时开展湿地片区运营招商工作。谢家路村依托太湖雪蚕桑文化园等现代农业基地，深度推进“公司+基地+农户”的发展模式，引导农民由传统的田间劳动者向“农业工人”转变。

**2. 高质量形成开放兼收的利益链接机制。**居民成为谢家路乡村旅游发展的建设者、文明生活的传递者和丝绸文化的带入者，实现“居民与乡村共同成长”是谢家路可持续发展的核心要义。太湖雪“公司+基地+农户”模式，带动谢家路村在内的近 500 位 60 岁以上的蚕农转变为新农人，形成震泽独有的“蚕娘经济”新风景。高质量的乡村发展除了生产、生活、生态，还有生意。震泽本土百丽



餐饮创始人谭桂芳的餐吧、孙晓东的摄影工作室、张文轩的民宿都成为谢家路的网红打卡地，居民深度参与让疫情之下的谢家路展示出内生式发展的独特韧性。

**3. 高能级打造“陪伴式”智库平台。**震泽以开放合作的姿态、久久为功的精神与浙江大学共建“最强大脑”智库平台，采取“教授工作室+民宿”的创新运营模式，“工作室+博士硕士课堂”的产学研模式，落地的“浙大旅游研究所震泽基地”成为乡村振兴示范项目。震泽与浙大团队以陪伴式的合作模式编制完成了《震泽中国特色小镇申报方案》《江苏·震泽丝绸文化风情小镇总体规划》《震泽省级湿地公园总体规划》《谢家路特色田园乡村旅游规划》等规划，为谢家路项目的落地保驾护航。

### 下一步计划

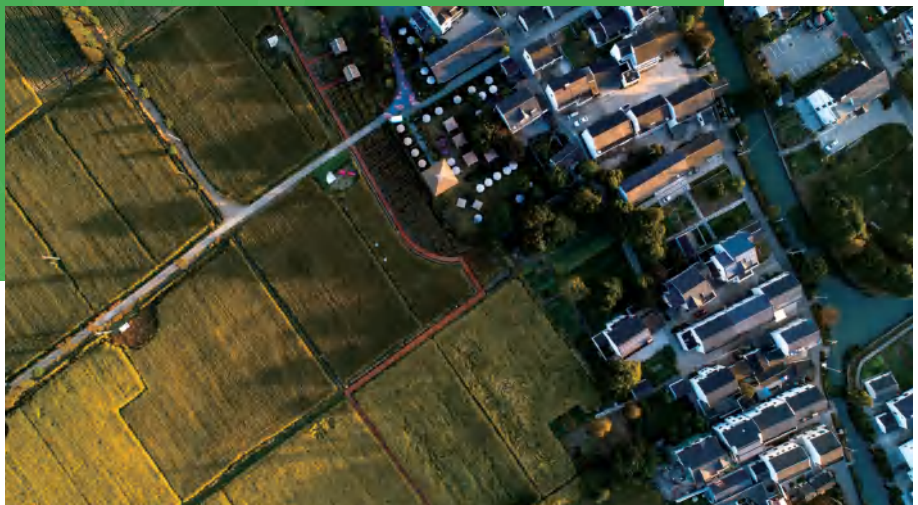
持续深入推进内生式发展模式，将谢家路村打造成为全国乡村旅游重点村和低碳旅游示范村，成为长三角蚕桑主题微度假目的地。一是做好提升规划。编制环谢家路乡村旅游提升规划，聚焦

本地与周边游市场，突出绿色、低碳，联合震泽省级湿地公园及周边乡村，形成联动发展模式。二是提升产业内涵。进一步完善谢家路旅游产品与配套设施，建立低碳旅游服务体系；进一步盘活村庄闲置资源，加大新业态招商力度；进一步保护传承村落蚕桑文化，精雕“甜蜜度假”品牌；进一步用好本地人力资源，吸纳更多原住民员工。三是推动数字赋能。借助数字科技技术，助力村庄智慧智能化。以“互联网+旅游+乡村”，推出具有交互性、沉浸式、体验型旅游产品，打造数字型文旅乡村。



## Xiejialu Village, Wujiang District, Suzhou, Jiangsu Province:

In-depth integration of agriculture, culture and tourism rejuvenating the home of mulberry silk



### Abstract

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Xiejialu, a village in the town of Zhenze, Wujiang District of Suzhou, Jiangsu Province, adheres to the in-depth integrated development of agriculture, culture and tourism, and positions itself as a low-density, friendly and high-quality staycation and holidaymaking destination. It strengthens the development orientation toward common prosperity. After eight years of close cooperation with the tourism development group led by Prof. Zhou Lingqiang of Zhejiang University, it has allowed the long-standing sericulture industry to take root, benefited farmers with diverse development opportunities, and boosted agricultural development with the flourishing cultural and tourism industry. Thus it has explored a new path of endogenous rural revitalization that features “beautiful, prosperous villages with specialty industries including mulberry-tree and paddy-rice growing.” It has blazed a path of high-quality development of rural tourism that features “industrial and cultural prosperity, development fruits shared by villagers and tourists, and harmonious coexistence between man and nature.” It has become a model of rural revitalization in Wujiang.





## Challenges and Problems

Xiejialu, located in the Demonstration Zone for Integrating Ecological Conservation and Green Development in the Yangtze River Delta, is a famous historical and cultural town in China and a famous silk production base in China, with an area of 3,949 square kilometers and a registered population of nearly 1,700. Before 2016, Xiejialu suffered from such problems as lagging development of the collective economy, backward infrastructure, a messy, dirty living environment and a weak industrial foundation. Most of the villagers had left for work, and those who remained were basically over 60 years old. In particular, the traditional sericulture industry was in severe shortage of workers and needed to be transformed and upgraded.

## Measures

**1. Adhere to the concept of ecological conservation and create a green and low-carbon environment.** In recent years, seven backward industrial enterprises have been vacated in Xiejialu, and 35 *mu* of land cleared and leveled. While preserving existing facilities including plants, the village has reserved valuable space for the construction of key infrastructure. The 500 kV high-voltage line across Zhousheng Lake blocked the view, and greatly damaged the image of a beautiful countryside. So the village spent RMB 27 million moving the line. At the same time, it conducted ecological restoration and desilting at Zhousheng Lake and the rivers entering the lake, and scientifically planned infrastructure construction

to realize full coverage of domestic sewage pipelines, and gradually create a beautiful water town landscape typical in the south of the Yangtze River.

### **2. Adhere to the concept of industry integration and develop boutique holiday-making products.**

While building the “Shuiyun Xiejia” tourism brand, Xiejialu strives to build a resource-growing industrial system that integrates the development of the primary, secondary and tertiary sectors, develop holiday-themed products, and attract medium and high-end customers in the Yangtze River Delta with slow life. It has put nearly 50 *mu* of factory land, 300 *mu* of forest land into good use and engaged 80 households, and organized investment promotion activities. It has signed contracts with Xipo Hotel Management Co., Ltd., the president unit of Mogan Mountain Homestay Association, and Chimido, an Internet-famous farm in Dali, among other domestic market leaders, to invest in and operate homestays, restaurants and cultural & tourism projects. Old farmhouses, factories, warehouses are turned into Internet-famous restaurants and boutique homestays.





**3. Adhere to the concept of digital empowerment and diversify the sales channels.** First, Xiejialu Eco-agricultural Cooperative has introduced the order-based sale method which gives consumers the say over what to grow and how to grow in the fields, to get the truly customized products and have a real rural experience. Second, the sale of products is expanded from offline to online. Xiejialu has organized live-streaming sale sessions for its agricultural products and Taihu Snow silk products. At the height of the Covid-19 epidemic, Taihu Snow, a local enterprise, registered e-commerce sales revenue of over RMB 150 million. Third, develop the farm-to-table tour. Visitors can try picking and angling in many places in the wetland area of Zhenze, and then prepare themselves a delicious meal with what they harvested from fields or ponds. The colorful farming experience activities have made Zhenze's rural tours more distinctive and enjoyable.

### Results

The incorporation of mulberry silk elements has upgraded the rural tourism industry, creating a miracle in the sericulture-themed Xiejialu Village. Through the integration of agriculture, culture and tourism, and empowerment by culture and creativity, the price of tiny silkworm cocoons has soared from RMB 0.1 each to RMB 10 each, an increase of nearly 100 times. In the past three years, Xiejialu has received more than 500,000 tourists, becoming an Internet-famous resort. Since 2020, due to the Covid-19 impact, Zhenze has mainly relied on local tourists. In 2020, the per capita visit rate, length

of stay and per capita consumer spending of Xiejialu increased significantly compared with 2019, it received more than 200,000 tourists, and earned RMB 9.35 million from tourism. By 2021, Xiejialu had hired 312 local villagers, and attracted 32 migrant workers to return and start business. In 2021, the income of Xiejialu was RMB 7.9 million at the village level, the disposable income RMB 5.22 million, and the per capita income of villagers reached RMB 39,000, making it a model village for endogenous development and rural revitalization.

### Experience and Inspirations

**1. Reform the rural operation and management model.** Xiejialu has established the concept of systematic operation, and a multi-party cooperation mechanism that involves the government, village collectives, villagers and industrial and commercial capital. The four village committees in the wetland area of Zhenze have jointly invested RMB 10 million to establish Suzhou Zhenze Wetland Resources Management Co., Ltd. It has developed uniform standards, and taken over, repaired, transformed, leased and operated the idle houses, forest land and other resources in the area in a planned way, bringing an average annual rental income of RMB 30,000 to each villager. Zhenze Wetland Culture & Tourism Development Co., Ltd. is responsible for engineering construction of projects invested by the government, and attracting investment. Based on modern agricultural bases such as Taihu Snow Silkworm Culture Park, Xiejialu has advanced the development model that brings together



the company, bases and farmers, and guided farmers to change from traditional field workers to “agricultural workers.”

**2. Establish an open and inclusive interest linkage mechanism of high quality.** The key to the sustainable development of Xiejialu is to engage the residents in rural tourism development, the spread of social and civility and the silk culture. By working with agricultural bases and farmers, Taihu Snow has engaged and trained nearly 500 sericulturists over the age of 60 from Xiejialu and nearby villages, creating a unique sericulture economy in Zhenze. To promote high-quality rural development, we need not only to improve the ways of production and life, and ecological environment, but also create a thriving business scene. Tan Guifang’s dining bar, Sun Xiaodong’s photography studio, and Zhang Wenxuan’s homestay have all become Internet-famous sites. The in-depth participation of residents lent Xiejialu strong resilience of endogenous development from the epidemic.

**3. Build a high-level cooperative think tank platform.** With the attitude of open cooperation and the eye on long-term benefits, Zhenze jointly built the think tank platform with Zhejiang University, and adopted the innovative operation model that combines professor studios and homestays, and the cooperation model that involves studios, doctoral and postgraduate programs. The Zhenze Base of Academy of Tourism and Leisure, Zhejiang University has become a demonstration project of rural revitalization. Through close cooperation, Zhenze and the team of Zhejiang University co-prepared *Zhenze’s Application Plan for the Status of Town with*

*Chinese Characteristics, Master Plan for Developing Zhenze Silk Culture Town in Jiangsu, Master Plan for Zhenze Provincial Wetland Park, and Xiejialu Plan for Developing Rural Tourism with Characteristics*, to guide and support the implementation of the Xiejialu project.

## Next Steps

Xiejialu will continue to push forward the endogenous development model, build national key villages for rural tourism and demonstration villages for low-carbon tourism, and become mini-vacation destinations with the theme of sericulture in the Yangtze River Delta.

**First**, it will make the improvement plan. It will plan for improving rural tourism around Xiejialu, with focus on the local and surrounding tourism markets, highlight green and low-carbon elements, and form a coordinated development model that involves the Zhenze Provincial Wetland Park and surrounding villages. It will further improve tourism products and supporting facilities, and establish a low-carbon tourist service system.

**Second**, it will promote the integration of culture and tourism. It will put idle resources in villages into better use, double down on attracting investment to new business forms, protect and inherit the sericultural culture of villages, build up the brand of “Sweet Holiday,” make good use of local human resources, and create more jobs for local villagers so that they can work and earn money in their hometown. The purpose is to build Xiejialu into a state-level key village for rural tourism.

**Third**, it will promote digital empowerment. Digital technology will be used to make rural tours more intelligent. By bringing Internet, tourism and the countryside together, it will launch interactive, immersive and experiential tourism products and build a digital village with a booming cultural and tourism industry.





# 陕西咸阳市礼泉县袁家村： 关中印象体验地 4A 级旅游景区助力乡村 振兴



## 摘要

2007 年以来，陕西省咸阳市礼泉县袁家村以乡村旅游为突破口，打造农民创业平台，解决产业发展和农民增收问题；以股份合作为切入点，创办农民专业合作社，解决收入分配和共同富裕问题；以农村电商为契机，依托平台资源优势，解决转型升级和持续发展问题。袁家村通过以村党支部为核心，以农民为主体，以创新为主线，坚持因地制宜的思路，在一片荒沟荒地和旧厂区的废墟上建成了今天享誉全国的关中印象体验地 4A 级旅游景区，探索出了一条乡村振兴的新路子。





## 挑战与问题

袁家村位于陕西省咸阳市礼泉县以北，处于著名的唐昭陵脚下，距离西安 70 公里，没有独特的地理优势，也没有天然旅游资源。在发展乡村旅游的道路上，袁家村遇到一系列问题，靠什么吸引游客？游客白天来了，晚上怎么留住人？农民素质怎么跟上旅游的发展速度？如何应对新冠肺炎疫情？袁家村人勇于应对任何挑战，采取贴民心、重实效的措施，有力塑造了一个乡村振兴典范。

## 措施

**1. 挖掘关中民俗文化。**袁家村起步就把旅游定位为关中民俗文化体验，就是把关中人的生活习惯演变成旅游的形式，让城市人来农村寻找乡愁。袁家村景区内打造了第一条街区：康庄老街，把陕西地区的一些传统工艺（纺布、磨面、榨油、酿醋）在这条街道上集中展示，不仅选用最优质的原材料，同时在生产加工的过程中不能有任何添加。2009 年在老街的基础上，袁家村延伸发展出一条小吃街，汇集将近 100 种陕西尤其是关中地区的特色美食进行展示体验。

**2. 转型升级乡村度假。**为了满足游客晚上愿意住宿的需求，袁家村开始转型升级做乡村度假。袁家村配套了酒吧街、艺术街和时尚街，以及其他

几个大的主题街，引导大学生、艺术青年参与，逐步实现了“白天的袁家村”向“月光下的袁家村”转变。

**3. 全面提升服务品质。**袁家村以充分满足人们对品质旅游和休闲度假生活的向往和追求为重点，不断完善基础设施和服务配套，从量变向质变提升，不断增强袁家村综合发展能力。为了提高景区服务品质，袁家村开办了“农民学校”和“袁家村夜校”，通过农民学校解决了农民的思想问题、教育问题和服务问题。袁家村夜校围绕袁家村发展过程中遇到的思想、教育、服务等问题，邀请村上能人为大家分享经验，邀请专家大咖讲课，针对不同的升级发展需求，制定相应的课程，持续提升。

**4. 发展乡村旅游电商。**面对疫情对线下旅游业务造成的影响，袁家村积极调整发展战略，将线下业务转为线上，采用第三方中介平台 + 自建平台模式。袁家村不仅免费培训本村的乡村旅游电商直播人才，而且利用抖音、微信公众号等新媒体平台，发布乡村旅游信息，介绍当地风土人情以



及特色农产品，从功能上集旅游资源宣传、旅游线路预订、民宿预订、特色农产品销售、订单农业等为一体，整合当地的资源优势和产品优势，保证在疫情期间将袁家村特色农副产品送入千家万户，同时各城市体验店通过美团、饿了么等平台开通了外卖业务。

## 成效

袁家村自发展乡村旅游以来，吸引 800 多名创客，吸纳就业 3,000 多人，带动周边万余农民增收，实现了精准扶贫与乡村振兴的有效衔接。特别是受疫情影响以来，袁家村积极转变战略方向，采取线上线下相结合的销售方式和省外多点经营的模式，2021 年成功维持了游客接待量 660 万人次，旅游综合收入超过 10 亿元，其中电商收入比例大大提高，村民人均纯收入 15 万元以上。经过十五年的艰苦奋斗，袁家村获得国家 4A 旅游景区、全国乡村旅游重点村、中国十大美丽乡村、中国十佳



小康村、中国最有魅力休闲乡村、中国乡村旅游创客示范基地等殊荣。

## 经验与启示

### 1. 坚持以村党支部为核心。袁家村“村两委”

班子有理想、敢担当、事业心强、责任心强，对群众感情深，对自己要求严。袁家村始终坚持以村两委班子为核心，书记为带头人，村干部是服务队，打造农民创业平台，通过发展旅游产业，带





动农民持续受益，走共同富裕的道路，真正把为群众办实事、为群众谋福利作为一切工作的出发点和落脚点。

**2. 坚持以农民为主体。**一是创建农民创业平台。通过袁家村农民学校对村民进行教育和培训，使他们初步具有服务意识和经营能力，然后提供优惠政策和基本条件，让村民分期分批零成本进入平台。二是培育和扶持优势项目。对所有项目和商户进行动态管理，不断补充新项目，经过市场选择，发现和确定优势项目，加以扶持和培育。三是增资扩股，成立农民合作社。加入合作社的原则是：全民参与、入股自愿、钱少先入，钱多少入，照顾小户、限制大户，风险共担、收益共享。各个项目互相参股，你中有我，我中有你。通过调节收入分配和再分配，避免两极分化，实现利益均衡，达到共同富裕。

**3. 坚持以创新为主线。**袁家村在发展的过程中始终有一种危机感，提出来袁家村“进城、出省”的“走出去战略”。进城计划就是用袁家村这些年建立的品牌和口碑走出去，在城市开设“袁家村城市体验店”，出去的每一个店都是农民合作社的形式。一方面把袁家村的美食送到城市人的餐桌上，另一方面让城市人也可以买到袁家村牌的农产品。出省计划就是袁家村总结的经验和思路打造一个不同地域文化的袁家村，青海、河南、山西、湖北、海南都有袁家村的基地。



## 下一步计划

一是持续扩大既定的“走出去战略”，针对袁家村发展态势，5年之内计划将在西安建设10间城市体验店。二是配套建设一座综合性“中央厨房”，为进城店的农产品原材料进行严选、生产、仓储、配送等提供一站式解决方案。三是建成“礼泉县乡村振兴人才驿站”，为乡村振兴事业发展提供人才培养和交流平台。四是打造村民宜居环境。袁家村在发展村集体经济的同时，也把生态保护放在首位，大面积种植绿植和灌木，修建景观，新建花卉基地项目。袁家村将持续打造成为一个产业兴旺、生态宜居、乡风文明、治理有效、生活富裕的美丽家园。



## Yuanjia Village, Liquan County, Xianyang City, Shaanxi Province:

Guanzhong Folk Customs Experience Area, an AAAA  
tourist attraction boosting rural revitalization



## Abstract

Since 2007, Yuanjia Village has focused on developing tourism and created a platform to help farmers start their own business, promote the development of industries and increase farmers' income. Farmers' cooperatives are set up through equity cooperation, to solve the problems of income distribution and promote common prosperity. Seizing the opportunity of rural e-commerce, it has tapped the platform's advantageous resources to solve the problems of transformation, upgrading and sustainable development. By rallying farmers around the Party branch, Yuanjia has continued to pursue innovation and adapted to local conditions, and built the famous Guanzhong Impression and Experience Scenic Area on the wasteland and the ruins of an old factory area, blazing a new way to revitalize the countryside.





## Challenges and Problems

Yuanjia is located in the north of Liquan County, Xianyang of Shaanxi Province, at the foot of the famous Zhaoling's Mausoleum of Tang Dynasty. It is 70 kilometers away from the provincial capital Xi'an, with no particular geographical advantage, or natural endowments to attract tourists. It needed to answer a series of questions in its effort to develop tourism: How to attract tourists and lengthen day trips into overnight ones? How to improve the overall quality of farmers to keep up with the development of tourism? How to respond to Covid-19? In addressing the challenges that arose in different stages of tourism development, the village has responded with great courage, adopted practical measures welcomed by the people, and set a strong model for rural revitalization.

## Measures

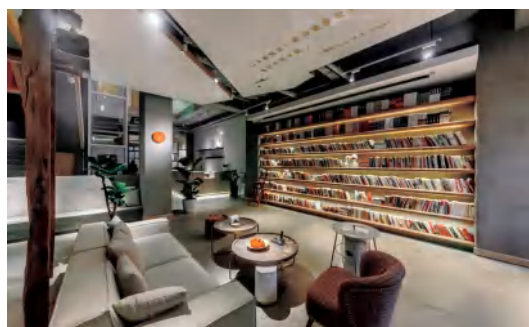
**1. Dig into the Guanzhong folk culture.** Yuanjia's tourism industry began with agritainment. Its pitch centers around the folk culture of Guanzhong – once the center of the ancient Yellow River culture, and it develops tourism products based on the way of life in Guanzhong Region to appeal to city dwellers. Meanwhile Kangzhuang Old Street, the first street in the scenic area was opened, to display some of the traditional handicraft skills (cloth spinning, wheat grinding, oil extraction, vinegar brewing, etc.) in Shaanxi. These workshops are demanded to use only the best raw materials and not to use any additive in production and processing. In 2009 the Local Snack

Street was added as an extension to the old street, gathering nearly 100 types of specialty snacks and dishes in Shaanxi, especially Guanzhong region.

**2. Build a rural resort through transformation and upgrade.** In order to meet the overnight accommodation needs of tourists, Yuanjia transformed and upgraded itself to build a rural resort. It built a bar street, an art street and a fashion street, as well as several theme streets. At the same time, college students and young artists were guided to participate in transforming the village from a daytime destination to one in the moonlight.

**3. Comprehensively improve the service quality.** To fully satisfy people's pursuit for high-quality tourism, leisure tourism and holidaymaking, Yuanjia continuously improves tourist infrastructure and services, shifts its focus from quantity to quality, and enhances its comprehensive development capacity. In order to improve the service quality of the scenic area, the Farmers School and the Night School are opened. The former is aimed to improve the farmers' literacy, change their mindset and raise their service awareness. At the night school, model villagers are invited to share their personal stories and good practices in response to common ideological, educational and service problems encountered in the development of the village, and experts from outside are also invited to give lectures on a regular basis. Moreover, training courses are developed to meet different needs to promote common progress.

**4. Develop rural tourism e-commerce.** In response to the impact of the Covid-19 epidemic, Yuanjia actively adjusted its development strategy, moved off-line business online, and adopted a model that combines the third-party intermediary platform and its own platform. It offers free-



of-charge training on e-commerce and live streaming for its villagers. Via its official public accounts on Douyin and WeChat, it publishes travel posts, introducing local customs and specialty products. On these new-media platforms, it not only markets its tourism resources, but also provides such services as travel reservation, homestay reservation, sale of specialty agricultural products, and custom farming. By integrating its advantageous resources and products, at the height of the epidemic, it managed to deliver its specialty agricultural and sideline products to numerous customers. It has also opened some physical shops in various cities, providing delivery services via Meituan and ele.me platforms.

## Results

Since it started to develop tourism, Yuanjia Village has attracted more than 800 tourists, created more than 3,000 jobs, and boosted the income of more than 10,000 farmers around it, thus effectively aligning the effort of targeted poverty alleviation with that of rural revitalization. In particular, since the outbreak of Covid-19, it has actively changed its strategic direction, promoted sales both online and offline and operated several business outlets outside Shaanxi. In 2021, it attracted 6.6 million tourists

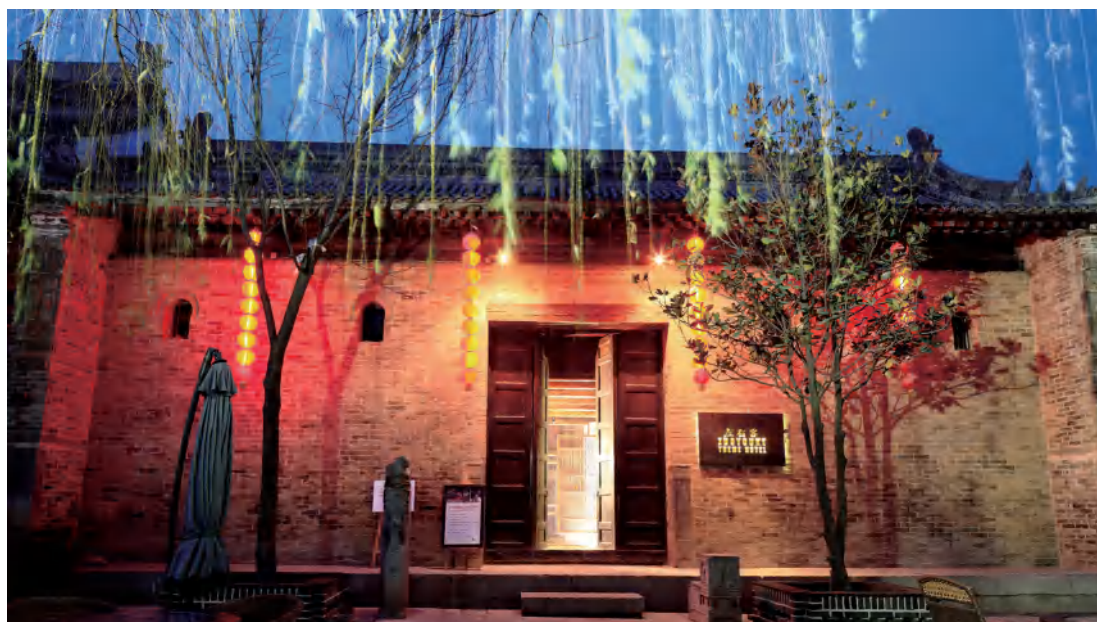
and generated comprehensive tourism income of more than 1 billion yuan despite the gloomy travel market. In particular the proportion of e-commerce income was greatly increased, and its per capita net income was over RMB 150,000. After 15 years of hard work, Yuanjia Village has won such honors as National AAAA Tourist Attraction, National Key Village for Rural Tourism, Top Ten Beautiful Villages in China, Top Ten Villages of Moderate Prosperity in China, and China's Most Charming Leisure Village, and Demonstration Base for Rural Tourism Startups in China.

## Experience and Inspirations

### 1. Uphold the village Party branch as the core.

Members of the Party branch and the villagers' committee of Yuanjia are responsible, enterprising, have lofty ideals, deep feelings for the village and strict disciplines. The village is rallied around them, led by Party secretary, and with village cadres as the service team, and has built a platform for farmers to start their own business. They hope to benefit farmers with tourism development, promote common prosperity, and have always worked to truly deliver substantial benefits to the masses.

### 2. Let the farmers play the principal role. First,



a platform is set up to help farmers start business. The Farmers School equips the villagers with basic service awareness and business skills. Then preferential policies and basic conditions are offered to allow the villagers to join the platform in batches at zero cost. Second, support is offered to cultivate advantageous projects. All projects and merchants are overseen dynamically, and new projects are introduced continuously. The advantageous projects identified through market selection will receive support for growth. Third, farmers' cooperative is set up and expanded through capital and share increase. All villagers can join the cooperative on a voluntary basis. Priority is given to small-budget investors and an investment ceiling is set for big-budget ones. The risks are spread and profits shared. The cooperative invests in different projects to form an interest linkage. Through income distribution and redistribution, polarization is avoided, and interests balance realized to promote common prosperity.

**3. Always focus on making innovation.** In the course of development, Yuanjia Village is always crisis conscious, and puts forward the strategy of expanding into cities and outside Shaanxi. First, it has opened experience stores in cities based on its brand reputation established over the years, and these stores all take the form of the farmers' cooperative. They bring Yuanjia's delicacies to the dining table of urban consumers, and sell agricultural products of the Yuanjia Village brand to them as well. To expand its business outside Shaanxi, it has drawn on its experience accumulated over the years and replicated its development model while catering to local conditions outside Shaanxi. The Yuanjia Village model can be found in Qinghai, Henan, Shanxi, Hubei and Hainan.



### Next Steps

**First,** it will continue to expand business in cities, and plans to build 10 experience stores in Xi'an in the next five years.

**Second,** it will build a comprehensive central kitchen to provide a one-stop solution for the selection of raw materials, production, storage and distribution of agricultural products for the experience stores.

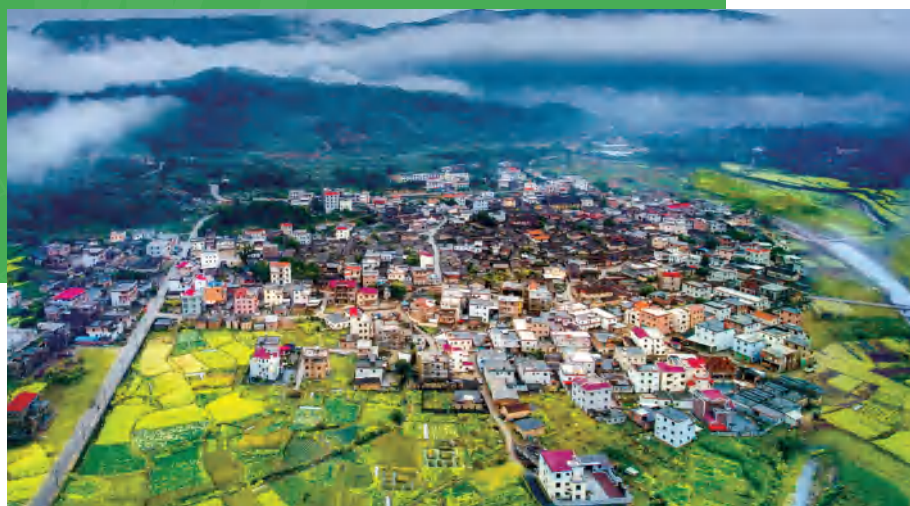
**Third,** it will build a talent service station for rural revitalization in Liquan County to provide a platform for talent cultivation and exchange.

**Fourth,** it will create a livable environment for villagers. While developing the village collective economy, Yuanjia Village puts ecological protection in the first place by extensive greening and landscaping, and launching flower base projects. It has put forward greening requirements for existing projects and demanded that these requirements be met first. Yuanjia Village will continue to build itself into a beautiful place with thriving businesses, pleasant living environment, social etiquette and civility, effective governance, and prosperity.





# 福建漳州市长泰区山重村： 文化铸魂 旅游赋能



## 摘要

福建省漳州市长泰区山重村创新发展思路，一是抓乡村规划，挖掘整理并活化利用当地优秀乡土文化；二是抓招商引资，吸引旅游开发公司，将当地优秀乡土文化资源进行包装、活化、利用；三是鼓励村民参与发展农家乐、采摘园、旅游民宿，赋能产业兴旺。山重村不断丰富旅游内涵，大力发展乡村旅游，成为乡村振兴示范村。2020年以来，山重村克服疫情影响每年接待游客40多万人次，切实助力农业增效、农村变美、农民致富，实现乡村振兴和乡民富裕。





## 挑战与问题

有着千年历史的山重村地处福建省漳州市长泰区偏远的东北角，交通不便，山路九十九弯，与外界通联极为不便，十分闭塞。村庄地瘦田薄，经济作物只有桃李种植。大量村民外出打工，村里仅留有老人、儿童和妇女，农业劳动力日渐不足，部分田园出现抛荒。原来传统的古民居因年久风化，无钱修缮，不少房子开始日渐毁损倒塌。山重村已成贫困村、空心村。

## 措施

**1. 重视科学规划，保护为先。**近年来，地方政府高度重视山重古村历史文化遗存的挖掘、保护和修复，成功申报中国传统村落，拥有多个文保单位及非遗民俗。山重村通过多方筹措资金，修缮文保单位，并设立非遗传习所。山重村被福建省文化和旅游厅列入第一批闽台乡村旅游合作试验基地，委托台湾乡村旅游协会和上海同济大学编制乡村旅游提升发展规划，规划重点突出村庄布局、土地利用和旅游发展的衔接，合理规划乡土文化功能区、古民居游赏区、农具展览区、果园体验区、农耕体

验区等功能区，做到“统筹衔接、特色鲜明、注重操作”。

**2. 突出品牌创建，彰显文化。**山重村以独具乡村野趣的原生态历史文化遗存作为核心景区，同时整合千年古樟、万亩桃李花海等自然景观。山重村大力发展非遗民俗旅游，以百年古民居、薛氏家





庙、千年古樟民俗广场为核心，每年正月初八举行千年“猪王争霸赛”，配套木偶戏、舞龙、舞狮等民俗活动。山重村因其独特的乡村景观成为很多影视剧外景拍摄地，每年通过举办摄影比赛、果蔬采摘等活动吸引了众多游客和摄影爱好者。

**3. 强化规范管理，政策引领。**山重村积极开展招商引资，引入旅游开发公司，注册古山重旅游发展有限公司，加强乡村旅游规范化管理和市场化运作，完善旅游服务配套设施，打造乡村文化旅游产品。2020 年新冠肺炎疫情的发生对旅游业造成了巨大冲击。为求得恢复与发展，长泰区人民政府先后制定出台发展乡村旅游、文化旅游等一系列奖励办法，设立文化、文物、旅游发展专项资金，支持乡村文化遗产的保护与利用，鼓励新建村史民俗馆、家风祖训展示馆等；鼓励乡村振兴示范村配套乡村旅游厕所、游客服务中心、停车场、旅游导览系统建设等。

## 成效

山重村通过发展旅游，促进乡村文化振兴、产业振兴，推动各项事业综合发展，先后荣获国家特色景观旅游名村、中国传统村落、中国美丽乡村、全国美丽乡村创建试点村、福建省四星级乡村旅游经营单位、福建省首批乡村旅游示范村和休闲农业示范点等荣誉。

**1. 产业兴旺。**山重村拥有1 家国家 4A 级旅游景区；在地村民和城市下乡创客开发旅游民宿 20 家、采摘园 30 多家、乡土风味餐馆 30 家，可提供客房 300 间、餐位 1,500 个。2019 年山重村接待境内外游客 150 多万人次，2020 年以来受新冠肺炎疫情影响，年接待游客约 40 多万人次。

**2. 配套完善。**近两年山重村向政府申请到文化保护、乡村旅游、乡村振兴等专项资金约 500 多万元，投入用于乡村旅游配套设施提升，建成 2 个游客服务中心，5 个停车场，设置与机场、高速衔接的交通指示牌，完善村内旅游导览标识牌，村主干道全部铺设水泥路、架设路灯，形成完整的旅游交通路网。

**3. 农民致富。**山重村良好的生态环境与营商环境，吸引很多返乡青年和城市青年创客，带来乡村人才振兴，推动乡村产业多样化发展。很多村民因此实现在地就业创业，不仅使社会更加安宁稳定，也提高了工资性收入与农副业收入。据统计，2021 年，山重村村民人均可支配收入约 2.62 万元。







## 下一步计划

山重村作为马洋溪生态旅游度假区的重要组成部分，将借助马洋溪创建省级旅游度假区这一重大利好机遇，突出康养及研学两大特色品牌。一是利用闲置民居，鼓励发展特色民宿，为更多城市创客走进乡村提供途径，为更多游客体验乡村提供富有创意的康养产品。二是叠加乡村资源，打造主题研学产品，引导传统农耕逐步向农业休闲、农事体验、农居度假等附加值高的乡村旅游发展。三是提升基础设施，优化公共服务。提升游客服务中心、停车场、旅游厕所等服务配套设施，因地制宜打造山重至后坊段慢行系统。通过实现乡村生产生活与旅游共建共享，带动更多村民及周边乡村共同参与乡村振兴，实现特色产业和基层治理效率更高、效益更佳，通过更高品质的旅游助力乡村振兴，打造“漳州样板”。

## 经验与启示

**1. 乡村振兴首要产业振兴。**乡村实现真正的振兴，产业兴旺是最重要的引擎。山重村通过丰富业态，把更多城市资源引向农村，包括资金、人才、信息、市场等，为乡村注入活力，促进传统农业的改造升级，带动更多村民参与乡村发展，实现在地就业创业和增收致富。

**2. 乡村振兴贵在人才振兴。**很多乡村走到空心村的境地之后，最缺的就是人才。因此，山重村抓住这一要害，鼓励对乡村有情怀的城市创客先行创业，示范带动村民共同发展；积极招商，吸引民间资本开发旅游景区，籍以吸引各类人才回归乡村。

**3. 乡村振兴需要多元参与。**乡村振兴需要政府牵头做好顶层设计，文体旅游、农业农村、住房建设等多部门要协同合力，帮助基层多渠道筹措资金，并指导资金使用。村庄领导集体积极吸引企业、动员村民参与乡村旅游的发展，通过多元主体共建、共商、共推，最终达到共享发展成果，从而形成乡村生机勃勃的发展景象。

## Shanchong Village, Changtai District, Zhangzhou City, Fujian Province:

Forging the soul with culture and empowering development through tourism



## Abstract

Shanchong Village, Changtai District, Zhangzhou City, Fujian Province, has adopted a new development approach. Through village planning, it identifies, sorts out and gives a new life to local excellent local culture. Meanwhile it doubles down on investment promotion and attracts tourism development companies. It brands, markets, injects vitality into and utilizes excellent local cultural resources, adds more contents to tourism, encourages villagers to participate in the development of farm stays, picking gardens, homestays, and enables the industries to prosper so that villagers can find jobs and start their own business in their hometown and contribute to rural revitalization. Since 2020, despite the impact of Covid-19, it has received more than 400,000 tourists a year, and rural industries have flourished, social etiquette and civility has been raised, agricultural efficiency has been enhanced, the environment is more beautiful, and farmers enriched, thus promoting rural revitalization and common prosperity.





## Challenges and Problems

Shanchong Village with a history of more than a thousand years is located in the remote northeast corner of Changtai District. It used to be virtually inaccessible and isolated from the outside world by the complicated mountainous landform. The fields were barren, and the only cash crops were peach trees and plum trees. A lot of the villagers had left for work, leaving behind them elderly parents, children and women. The agricultural labor force was shrinking, and some fields were abandoned. The traditional-style houses were weathered in the passage of time, and their owners had no money to repair, so many houses began to fall apart. The village thus became impoverished, hollowed-out.

## Measures

**1. Attach importance to science-based planning and put conservation first.** In recent years, the local government has attached great importance to the identification, conservation and restoration of historical and cultural relics in the village, and has successfully applied for the status of Chinese traditional village. It owns several cultural heritage sites under protection and intangible folk customs. Money was also raised from multiple sources to repair cultural heritage sites under protection, and set up the intangible culture popularization center. The village was listed by Fujian Provincial

Department of Culture and Tourism as one of the first batch of pilot bases for Fujian-Taiwan rural tourism cooperation. It commissioned Taiwan Rural Tourism Association and Tongji University in Shanghai to compile plans for rural tourism promotion and development, highlighting the link between the village layout plan, land use plan and tourism development plan. Also it is rationally divided into such functional zones as the local culture activity zone, ancient dwelling cluster zone, farming tools exhibition zone, orchard experience zone, and farming experience zone, which are well-coordinated and aligned, have distinctive features and value feasibility.

**2. Highlight brand building and local culture.** While developing assets for rural cultural tours, the village takes the primitive historical and cultural relics as the core tourist attraction, supplemented with the thousand-year-old camphor trees and the expansive stretches of peach and plum trees. Through intangible cultural heritage tours, with century-old residential dwellings, Xue's Temple and thousand-year-old camphora trees at the core, it hosts the "Pig King Contest" on the eighth day of the first lunar month every year, in addition to folk activities such as puppet shows, dragon dances and lion dances. Due to its unique rural landscape, the village has become a location for many films and TV programs, and attracts many tourists and photography enthusiasts with its photography competitions and fruit and vegetable picking festivals every year.



### 3. Strengthen regulation and policy guidance.

The village actively attracts investment and introduces tourism development companies. Gushanchong Tourism Development Co., Ltd. was registered. It has tightened regulation over rural tours and their market-oriented operations, improved supporting facilities for tourist services and developed rural cultural tourism products. The outbreak of Covid-19 in 2020 has dealt a heavy blow to tourism. To stimulate tourism recovery and development, the district government of Changtai has formulated a series of incentive measures for the development of rural tours and cultural tours, and set up special funds for the development of culture, cultural relics and tourism. It supports the protection and utilization of rural cultural heritage, and encourages the construction of the village history and folk customs exhibition hall, and the family tradition and clan teachings exhibition halls, as well as tourist toilets, tourist service centers, parking lots and the tourist signage system that match the village's status as a rural revitalization demonstration village.

## Results

By developing tourism, promoting the prosperity of rural culture and industries and the comprehensive development of various undertakings, the village has won a number of honors, including the famous tourism village with national characteristics, a traditional village in China, a beautiful village in China, a national pilot village for building a beautiful countryside, a provincial four-star rural tourism operator, and one of the first provincial rural tourism demonstration villages and leisure agriculture demonstration sites.

**1. The industries are booming.** The village has a national AAAA tourist attraction which has remarkably stimulated the development of nearby areas. Encouraged by the local government, local villagers and urban-to-rural migrants have developed 20 homestays, with a daily reception capacity of more than 300; developed more than 30 picking gardens and 30 local-style restaurants – more than 40 during the peak season, with the capacity to feed more than 1,500 diners. In 2019, it received more than 1.5 million tourists from at home and abroad. Since 2020, the annual number of tourists has fallen to over 400,000 due to the impact of Covid-19, mostly from nearby areas and self-drive tours.

**2. Supporting facilities are sound.** In the past two years, the village has applied for and been granted more than RMB 5 million specially for cultural conservation, rural tours and rural revitalization, and spent the money upgrading supporting facilities for rural tourism. It now has two tourist service centers and five parking lots, and has put up wayfinding signs at points leading to the airport and expressways. It has improved the tourist signs in the village, paved concrete roads, installed streetlights on its main roads, and formed a complete tourist transport network.

**3. Farmers are enriched.** The sound ecological environment and business environment have lured many young people to return or come to the village, forming a thriving talent pool and driving the diversification of rural industries. As a result, many villagers have found jobs or started their own business here, which has not only enhanced social stability, but also increased their income from job and the sale of agricultural and sideline



products. According to statistics, in 2021, the per capita disposable income in the village was about RMB 26,200.

## Experience and Inspirations

**1. The top priority for rural revitalization is to develop rural industries.** Booming industries are the most important drive for achieving rural revitalization in the real sense. By diversifying business forms, Shanchong has brought in more urban resources, including funds, well-educated workers, information and markets, injected vitality into the countryside, promoted the transformation and upgrading of traditional agriculture, and encouraged more villagers to participate in rural development, work and do business in the village to increase income.

**2. A thriving talent pool is key to rural revitalization.** For many hollowed-out villages, the biggest weakness is the shortage of well-educated workers. In response to this problem, Shanchong encourages urban makers interested in rural development to start their own businesses in the village, and set an example for locals and help them get rich together. It also actively attracts investment and private capital to develop tourist attractions while luring



educated workers across professions to return to the countryside.

**3. Rural revitalization requires the participation of diverse stakeholders.** Rural revitalization requires the government to take the lead in making sound top-level design. Government authorities in charge of culture, sports, tourism, agriculture & rural affairs, urban-rural housing development, etc. should work together to help primary-level organs raise funds from multiple sources, and guide the use of funds. The village leadership shall actively attract enterprises, mobilize villagers to participate in the development of rural tourism, engage multiple stakeholders to jointly contribute to it, and share the development results with the people, to form a vigorous development scene.

## Next Steps

Shanchong Village, as an important part of Mayangxi ecotourism resort, will seize the opportunity presented by Mayangxi's effort to build a provincial tourism resort, and highlight the two brands of health preservation and study tours. **First**, it will encourage the renovation of idle residential dwellings into homestays with unique characteristics. It will provide more opportunities to urban makers to come and start business here, and offer more creative health preservation products for tourists. **Second**, it will develop thematic study tours based on rural resources. It will guide traditional farming to gradually transition into rural tours with high added value, such as leisure agriculture, farming experience and rural vacationing. **Third**, it will improve infrastructure and public services. It will upgrade service facilities such as tourist service centers, parking lots and tourist toilets, and build a slow-travel system connecting the village to Houfang according to local conditions. By allowing rural ways of production, life and tours to develop simultaneously and reinforce each other, it will drive more villagers and surrounding villages to promote rural revitalization, with more booming specialty industries, higher income and more efficient primary-level governance units, and thus create a "Zhangzhou model" for higher-quality rural revitalization through tourism.

# 辽宁盘锦市大洼区： 农旅融合助力乡村振兴



## 摘要

辽宁省盘锦市大洼区通过提升乡村环境、丰富村民生活，传承非遗文化、发扬辽河口文化，深挖稻蟹种养、实现农旅融合，在全省率先培育和扶持认养农业、休闲农业、民宿经济等，推动产业融合，形成了乡村旅游产业链，不断助力乡村振兴发展。全区乡村旅游经济呈现蓬勃发展态势，现已跻身“全国休闲农业与乡村旅游示范县”“全国民宿产业发展示范区”“中国最具特色旅游目的地”和“全国百佳旅游目的地”行列。





## 挑战与问题

大洼区在全面开展美丽乡村建设之前，乡村旅游发展存在诸多问题。农村基础设施落后、居住环境脏乱差、产业基础薄弱、村民生活习惯落后等问题尤为突出。村民们的收入来源依靠传统的农业种植和养殖业。乡村旅游开发项目缺少规划，不少项目存在盲目性和同质性，项目开发只重规模，粗制滥造，低质量的项目不仅浪费了资金，也导致旅游市场认可度不高。

## 措施

**1. 提升乡村环境，丰富村民生活。**大洼区将农村人居环境整治作为美丽乡村建设的突破口，聚焦“脏乱差”等陋习，农村环境卫生治理率、生活垃圾无害化处理率等指标达到 100%。连续开展“水乡之韵”文化广场、“美丽大洼”书画摄影、“情满水乡”诗歌朗诵、“民俗乡韵”文化遗产等四大品牌文化活动，群众性文化活动实现经常化、体系化。

**2. 传承非遗文化，发扬辽河口文化。**大洼区高度重视非物质文化遗产保护工作，积极探索创新

举措，建立健全名录体系，一大批珍贵、濒危的非物质文化遗产得到有效抢救和有力保护。辽河口文化是大洼的特色地域文化，融入了诸多文化元素。大洼区通过提升建设农垦民俗博物馆、红海滩湿地科技馆等，丰富辽河口文化展示窗口与体验途径。

**3. 深挖稻蟹种养，实现农旅融合。**大洼区依托全省首个国家现代农业产业园、“中国好粮油”行动示范区和乡村振兴产业园建设，深挖稻蟹种养基因，通过红海滩科技湿地馆、蟹蟹王国等景区传播稻蟹文化，促进稻蟹种苗繁育、生产加工、市场销售全产业链协同发展，盘锦大米和盘锦河蟹产业已成为大洼文化产业的代言符号。此外，大洼区还打造了以“农”字为特色的农耕文化游、农业科普游、农庄休闲游、农家体验游和农村生态游，构建了集休闲观光、农耕体验于一体的乡村旅游产业链。

## 成效

大洼区已有二界沟古渔雁文化、西安上口子高跷秧歌、田庄台小吃等国家、省、市、区各级非遗保护项目 106 个。特别是对“田庄台小吃”文化的挖掘、保护和利用，推进了非遗项目化、产业化发展，还带动了食材、包装、文化旅游等整个产业链条的发展。盘锦大米和盘锦河蟹两个品牌的估值分别达到 525.7 亿元和 295.5 亿元。全区共有 A 级景区 14 家，其中 5A 景区 1 个，4A 景区 2 个，3A 景区 11 个，催生了各具特色的乡村休闲度假游的快速发展，形成了“北旅田园”“七彩庄园”“芦湖小镇”“辽河绿水湾”“金球 1,948 生态农场”等多



个以田园风光为特色的旅游景区，打造特色民宿村 20 个、床位超过 2,000 张，促进了村民增收致富。2021 年，乡村旅游年接待游客 58.25 万人次，乡村旅游年平均收入超 2.56 亿元。

## 经验与启示

**1. 改善环境要先行。**乡村要发展旅游产业，需要好的环境吸引人，留住人。近年来大洼区的美丽乡村建设可谓是全国闻名。大洼区不断提升美丽乡村建设和管理水平，全力打造宜居、宜游的全域美丽乡村，为发展乡村旅游提供了前提条件和坚实基础。

**2. 民宿经济做引领。**大洼区通过建设一村一品、一村一景、一村一韵的美丽乡村示范村，全力推进民宿产业发展。例如荣兴村以民宿为载体，盘活闲置老宅资源，建设了集旅游度假、休闲农业、民俗特色为一体的荣兴稻作人家民俗村，年接待观光游客超 10 万人，住宿过夜游客超 3 万人。

**3. 融合发展是关键。**大洼区以旅游带动农业、农业促进旅游的发展思路，将现有的采摘农业、认养农业与科普研学等元素融合发展，结合“互联网+”的创新形式，着力发展智慧农业、观光农业和休闲农业。连续多年开展开海节、插秧节、丰收节、冬捕节、乡村美食节、稻草艺术节等系列乡村旅游文化品牌活动，涵盖了稻作文化、渔雁文化、湿地文化等不同时期大洼“辽河口文化”的精髓。2021 年 9 月，首届中国乡村文化产业创新发展大会在大洼区成功举办，对宣传盘锦旅游资源、展示盘锦乡村振兴丰硕成果、推介盘锦乡村文旅融合发展起到了极大的推动作用。



## 下一步计划

为了进一步促进大洼区的可持续性发展，促进乡村振兴发展，让农民共建共享发展成果，未来将注重以下几个方面：一是组建民宿协会推进乡村民宿品牌化发展。盘锦市将组建以大洼区为核心和试点的“盘锦民宿”品牌，建立多层次立体化的品牌体系，带动民宿集约发展和农家乐特色发展，通过生态优先、文旅融合、扶优扶特、改造提升，全面规范提升民宿发展水平。二是组建旅游产业联盟促进乡村旅游大发展。大洼区将成立大洼旅游产业联盟，围绕“旅游品牌打造、项目推介营销、知识产权保护、专业技能培训、成果转化孵化”等重点内容，凝聚全区涉旅企业力量，构建全方位、全业态、全链条、全要素的旅游产业生态圈。三是坚持产业融合促进生态旅游大发展。在乡村旅游的规划设计、建筑开发、经营管理、旅游产品设计等诸多方面，要注重凝练乡土特色、弘扬乡土文化、挖掘乡村记忆、保护乡村原生态环境。大洼区会持续将旅游产品与农业的产业环节进行有效衔接，以此形成一个较为完整的乡村旅游生态产业链，深度推进产业融合和乡村振兴。



## Dawa District, Panjin City, Liaoning Province:

Agriculture–tourism integration to boost rural  
revitalization



### Abstract

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Aimed to promoting rural revitalization and development, Dawa District in the city of Panjin, Liaoning, has improved its rural environment, enriched villagers' lives, inherited intangible cultural heritage, promoted the culture of Liaohe Estuary, developed the rice-crab co-culture system, and integrated agriculture and tourism. It is the first in the province to cultivate and promote community-supported agriculture, leisure agriculture and homestay economy. Through the integration of industries, it has formed a rural tourism industry chain, and continuously boosted rural revitalization and development. Its rural tourism economy is developing vigorously, winning it such honors as the National Demonstration County for Leisure Agriculture and Rural Tourism, National Demonstration Area for the Development of Homestay Industry, the Most Characteristic Tourism Destination in China and Top 100 Tourist Destinations in China.



## Challenges and Problems

Before the Beautiful Countryside initiative was fully launched, Dawa faced many problems in the development of rural tourism. The most prominent problem had to do with the backward rural infrastructure, dirty and messy living environment, weak industrial foundation and bad habits of villagers, including littering, and bad sanitation habits. A more civilized, healthier lifestyle was to be advocated. The villagers mainly lived on traditional farming and aquaculture. Rural tourism development projects were not well planned, resulting in many cases of blind and repetitive construction. Many projects were rushed copycats. The preference of size over quality produced sub-standard buildings only to be dismantled years later to make room for new construction projects. This was a waste of money, and the projects thus developed were of poor quality, hard to win the heart of tourists.

## Measures

**1. Improve the rural environment and enrich the life of villagers.** Dawa started the Beautiful Countryside initiative by improving the rural living environment. Focus was placed on changing the dirty and messy environment. So far the environmental sanitation service

and harmless treatment of domestic waste have covered all rural areas in the district. It has organized many major cultural events: “The Charm of Water Towns” Cultural Square, the “Beautiful Dawa” Painting, Calligraphy and Photography Exhibition, the “Love for Water Towns” Poetry Recitation Event, and the “Rural Folk Customs” Cultural Heritage. Mass cultural activities have become regular and systematic.

**2. Inherit the intangible cultural heritage and carry forward the Liaohe Estuary culture.** Dawa attaches great importance to the protection of intangible cultural heritage, actively explored innovative ideas and measures, and established a sound list system. A large number of precious and endangered intangible cultural heritage items are effectively rescued and protected. Liaohe Estuary culture is a distinct local culture of Dawa, a mix of many cultural elements. Dawa has also upgraded the farming-themed folk customs museum, Honghaitan Wetland Science Museum and other windows and channels to display and experience Liaohe Estuary Culture.

**3. Develop the rice-crab co-culture system to realize agriculture-tourism integration.** While striving to build Liaoning’s first national modern agricultural industrial park, a demonstration area for the “Good Grain and Oil in China” action, and an industrial park for rural revitalization, Dawa vigorously advocates its tradition of







rice-crab farming, mainly through the Honghaitan Wetland Science Museum and the Crab Kingdom. It promotes the coordinated development of the whole industrial chain covering rice and crab seedling breeding, production, processing and marketing. The Panjin rice and river-crab industries have become symbols of Dawa's cultural industry. In addition, Dawa has developed farming tours, agricultural science popularization tours, leisure farm tours, farmstays and rural ecological tours, and constructed the rural tourism industry chain integrating leisure, sightseeing and farming experience.

## Results

Dawa boasts 106 national, provincial, municipal and district-level intangible cultural heritage items under protection, including the migratory fishing men in Erjiegou, Yangge on stilts in Xi'an, and Tianzhuangtai snacks. In particular, the identification, conservation and utilization of the "Tianzhuangtai Snacks" have promoted the development and industrialization of intangible cultural heritage projects, as well as the development of the whole industrial chain of food materials, packaging, and foodie tours. The Panjin Rice and Panjin River Crab brands are valued at RMB 52.57 billion and RMB 29.55 billion respectively. The district is home to 14 rated tourist attractions, including one AAAAAA tourist attraction, two AAAA ones and 11 AAA ones, giving rise to the rapid development of rural leisure and vacation tourism with different characteristics. There are a number of scenic spots featuring idyllic scenery, such as Beilv Garden, Colorful Manor, Luhu Town, Liaohu Green River Bay and Golden Ball 1948 Ecological Farm. There are also

20 homestays with more than 2,000 beds. The villagers have seen their income increase. In 2021, the rural areas received 582,500 tourists, and the income from tourism exceeded RMB 256 million.

## Experience and Inspirations

### 1. The prerequisite is to improve the environment.

To develop rural tourism, we need a good environment to attract and retain people. In recent years, Dawa has established a nationwide reputation for its progress in building a beautiful countryside. It has continuously improved the environment and governance level of villages, made every effort to build a livable and tourist-friendly countryside, and laid a solid foundation for the development of rural tourism.

**2. Develop the homestay economy.** While building demonstration villages for the building of a beautiful countryside with emphasis on differentiated scenery and development, Dawa has gone all out to develop the homestay industry. For example, Rongxing Village in Rongxing Sub-district, has repurposed abandoned residential houses into homestays, and built a Rongxing rice-farming folk-customs village integrating tourism, holidaymaking, leisure agriculture and folk customs. It receives more than 100,000 tourists a year, including over 30,000 overnight visitors.

**3. Integrated development is the key.** To allow agriculture and tourism support and reinforce each other, Dawa promotes the integrated development of the existing U-pick farms, community-supported agriculture and science popularization-themed study tours, and combine them with the Internet, to strive to develop





intelligent agriculture, sightseeing agriculture and leisure agriculture. For years running, it has launched several rural tourism events, such as the Festival of the Launch of the Fishing Season, the Rice Transplanting Festival, the Harvest Festival, the Winter Fishing Festival, the Rural Food Festival and the Rice Straw Art Festival, capturing the essence of local Liaohe Estuary culture in different periods, such as rice-farming, migratory fishing operations and the wetland. On September 21, 2021, it hosted the First Rural Cultural Industry Innovation and Development Conference, which played an important role in raising public awareness of Panjin's tourism resources, showing Panjin's achievements in rural revitalization and promoting Panjin's rural culture-tourism integration.

### Next Steps

In order to promote the sustainable development and revitalization of rural Dawa, and engage and share the development fruits with farmers, more efforts will be made in the following aspects.

**First,** establish a homestay industry association and build up local homestay brands. Panjin will launched the “Panjin Homestay” pilot project with Dawa District at the core, and establish a multi-level three-dimensional brand system, to drive the intensive development of homestays and the differentiated development of farmstays. By

prioritizing ecological conservation, integrating culture and tourism, supporting leading and unique operators, and improving the overall quality, it will tighten regulation over the homestay industry on the whole.

**Second,** establish a tourism industry alliance to promote the development of rural tourism. The Dawa Tourism Industry Alliance will be set up, tasked with tourism branding, project promotion and marketing, intellectual property protection, professional skills training, and commercialization and incubation of innovations. It will pool the strength of tourism-related enterprises in Dawa to construct a comprehensive tourism ecosystem that covers all business forms, the whole industrial chain and all factors.

**Third,** adhere to integration across industries to promote the development of ecotourism. In the planning and design of rural tourism, construction, business operations, tourism product design and other aspects, Dawa should pay particular attention to identifying and capturing local characteristics, promoting local culture, awakening rural nostalgia, and protecting the rural ecological environment. It will effectively link up tourism products with the industrial links of agriculture, thus forming a relatively complete industrial chain of rural tourism, and deeply promote industry integration and rural revitalization.

# 广西桂林市恭城瑶族自治县 红岩村： 生态新村和月柿产业探索乡村振兴新 模式



## 摘要

广西壮族自治区桂林市恭城瑶族自治县红岩村经历了从单一农业种植向农旅融合发展的转变，由最初的“养殖—沼气—种植”三位一体的生态农业模式拓展为“养殖—沼气—种植—加工—旅游”五位一体的可持续发展乡村旅游富民模式。红岩村依托生态新村和月柿产业发展乡村旅游，走出一条“培育特色农业—建设绿色新村—发展乡村旅游”的新路子，将红红火火的甜蜜柿业做成了实实在在的幸福产业，将红岩村打造成集田园观光、民俗体验、乡村休闲、旅游度假为一体的文化生态旅游新村，诠释着一个贫困小山村成为脱贫致富、魅力四射诗境家园的蜕变，实现了乡村振兴。



## 挑战与问题

红岩村距离县城 15 公里，全村约 106 户，瑶族人口约 420 人。村庄由于地处偏远，观念落后，村集体经济和基础设施薄弱，缺乏外来投资，村民收入极不稳定，全村一直处于经济落后、缺少活力的局面。为了发展，红岩村走上农旅融合的探索之路，但由于村民对新农村建设和旅游发展认识不足，服务质量、旅游配套设施等跟不上当下形势发展的需要。2020 年初疫情席卷全球，全国旅游市场遭遇滑铁卢，红岩村发展也再次面临严峻挑战。

## 措施

**1. 建设生态旅游新村。**2003 年政府主导规划了红岩村沿河两岸村集体土地建房方案，确定房屋面积、楼层高度、建筑风格，按“五改”（水、厕、厨、房、路）和“十化”（交通便利化、村屯绿化美化、道路硬化、住宅舒适化、厨房标准化、厕所卫生化、饮水无害化、生活用能低碳化、养殖良种化、种植高效化）标准建设新村，完善了各类公共服务和基础设施建设，实现村庄小区化管理。



**2. 发展月柿特色产业。**大力发展“养殖—沼气—种植”三位一体生态农业，鼓励红岩村因地制宜大胆尝试岭地月柿规模种植，发展特色产业。经专家指导与科学养护，培育出的柿果因个大质优和营养丰富，畅销全国并走向国际。经历 10 多年的发展，红岩村在全县率先实现月柿种植规模化、标准化、科技化和产业化，带动了周边村屯月柿种植面积超万亩，实现月柿种植、加工、销售一条龙，形成了良性循环的生态农业产业链。

**3. 推动乡村旅游提质升级。**2018 年红岩村申报成为 4A 级国家旅游景区，“品瑶乡月柿、赏柿园风光、喝恭城油茶、住生态家园”已成为红岩村一道靓丽的风景。在此基础上，红岩村新建月柿博物





馆、汽车旅游营地，培育星级农家乐，升级精品民宿，推出多姿多彩的瑶族传统文化展演，连续举办18届金秋月柿节，增加了游客观赏趣味性和互动体验性。

**4. 推动农旅融合提质升级。**红岩村依托自然山水风貌和万亩金秋柿园的景观，在发展生态农业的基础上逐步探索出“养殖—沼气—种植—加工—旅游”五位一体的休闲农业与乡村旅游融合的发展途径，吸引了众多外地游客前来观光。红岩村定期邀请旅游专业人士等来村培训授课，提高村民旅游业接待和服务水平，促进乡村旅游业规范化、标准化建设。

**5. 适应疫情形势。**疫情发生后，跨区域旅游被“冰冻”，游客长途游的意愿降低，各景区景点营收骤减。红岩村抓住“广西人游广西”“桂林人游桂林”的旅游复苏趋势，坚持做好疫情常态化防控、科学防控，节庆民俗活动举办从“盛而全”转

变到“小而精”，加大针对本地及县城周边游客的推荐力度，吸引“微度假”短途游客，促进了旅游市场活跃度升温。

## 成效

红岩村建成具有瑶族特色的楼房85栋，均具备旅游接待功能，配套客房350多间，床位达660多个；开办农家乐餐馆50多家，能一次性接待2,000人左右的客人用餐。人均年纯收入在5万元以上，家家有小车，户户有存款，红岩村一跃成为远近闻名的富裕村。即便在疫情发生后，红岩村根据市场变化结合疫情防控要求，采取一系列“救市”举措使得红岩村2020年游客接待数达到138万人次，2021年稳中略升达到145万人次，同比增加了5%。

红岩村依托生态新村和月柿产业发展乡村旅游，成为恭城瑶乡发展生态农业、旅游经济和全区改善农村人居环境典范。

## 经验与启示

**1. 定位发展特色产业。**红岩村在当地政府主导下，坚持把月柿作为加快经济转型、最具长期发展潜力的富民产业来抓，因地制宜在岭地率先尝试月柿大规模万亩种植，讲究科学管理培育，注重提高熟果品质，提升月柿产品深加工和产品研发的能力，创建做强红岩全国“月柿之乡”农业品牌，带动红岩村经济强势发展。





**2. 建设新农村生态家园。**红岩村以保护环境、生活宜居为基准，对村庄进行科学规划，统一建设融入瑶族文化元素风格建筑。建成污水和垃圾处理项目、打造微果园、微菜园、微花园，促进村屯绿化美化。建成村级服务中心、文化广场、公共厕所、环村观光小道、太阳能路灯等公共服务设施，促进村民生活便利化，实现就地城镇化。

**3. 应对疫情实现转型发展。**随着人们对生活品质的追求，旅游仍是许多家庭“刚性”的消费需求。疫情之下，被“压抑”许久的人们“微旅游”“微度假”的意愿将强烈。红岩村结合疫情防控要求，抓住当下提倡本地游周边游的风向，及时调整市场发展策略，主打自身亲山水重休闲的资源优势，缩小民俗节庆规模，推出精品民宿，强化个性化、品质化服务，稳定了游客市场的保有量。



## 下一步计划

红岩村将根据不同游客群体不同层次的需求，发挥现有资源优势，开发具观赏性、体验性、游览性、娱乐性、购物性、情感性、科技性等多种功能旅游产品，包括但不限于网红柿子园、露营、摄影基地、户外婚礼策划等，形成地域特色鲜明的多样化乡村旅游产品系列。未来将推进红岩旅游产业转型升级，将红岩打造成全国一流的乡村特色旅游区、优质康养基地以及瑶族文化和研学体验基地，让红岩成为一个真正的休闲度假王国。在这里游客能在心旷神怡的自然风景间养身调息，品尝恭城油茶等瑶家美食，感受神秘的瑶族文化风情，了解列入自治区级非物质文化遗产名录的《瑶族羊角舞》《侗面舞》《吹笙撻鼓舞》以及《恭城油茶工艺》等瑶族文化。

# Hongyan Village, Gongcheng Yao Autonomous County, Guilin City, Guangxi Zhuang Autonomous Region:

Building an eco-friendly village and developing the Moon Persimmon industry to explore a new model of rural revitalization



## Abstract

Hongyan, a village in Gongcheng Yao Autonomous County of Guilin, Guangxi Zhuang Autonomous Region, has shifted from undiversified agricultural cultivation to the integration of agriculture and tourism, and expanded the original “breeding – biogas – planting” model of ecological agriculture to the “breeding – biogas – planting – processing – tourism” sustainable development model to increase farmers’ income through tourism. Hongyan develops rural tourism based on the ecovillage and the persimmon industry, and has blazed a new development path of “cultivating specialty agriculture – building an ecovillage – developing rural tourism.” The red, sweet persimmons have brought substantial benefits to the people’s wellbeing. Hongyan is now an ecovillage with a thriving cultural and tourism industry and offers such services as idyllic landscape, folk customs experience, leisure and resort. A once poor small mountainous village has emerged from poverty, and become a beautiful, happy homeland, and a model of rural revitalization.





### Challenges and Problems

Hongyan is 15 kilometers away from the county seat, and has about 106 households, including a Yao population of about 420. Remote and conservative, the village used to be underdeveloped and lack vitality: the collective economy was weak and infrastructure was poor, it attracted little investment, and villagers' source of income was extremely unstable. To seek development, Hongyan embarked on the road of exploring the integration of agriculture and tourism, but the villagers did not understand the importance of the ecovillage initiative and tourism development, the service quality and tourist facilities could not keep up with the market demand. Since

the outbreak of Covid-19 in early 2020, the domestic tourism market has been hard hit, and Hongyan once again is faced with a formidable development challenge.

### Measures

**1. Improve the living environment.** In 2003, the government took the lead in formulating a plan for building houses on the collective land along the river in the village, and determined the house area, floor height and architectural style. To build Hongyan into an ecovillage, it has transformed and upgraded the water pipelines, toilets, kitchens, depleted houses and roads, and launched ten actions: transport facilitation, village greening and beautification, road hardening, comfortable housing, kitchen standardization, sanitary toilets, and harmless drinking water, breeding of improved varieties, and efficient planting. Public services and infrastructure are improved, and community management is adopted.

**2. Develop the Moon Persimmon industry.** It vigorously develops the “breeding – biogas – planting” ecological agriculture, and encourage villagers to adapt to local conditions and boldly try persimmon cultivation on a large scale and develop it into a specialty industry. Thanks





to expert guidance and scientific cultivation methods, the persimmons grown are large, of high-quality, rich in nutrition, and thus welcomed by consumers at home and abroad. After more than 10 years of development, Hongyan becomes the first village in Gongcheng to standardize, industrialize high-tech persimmon cultivation on a large scale. Under its influence, the persimmon planting area in surrounding villages has exceeded 10,000 *mu*. It has formed a complete industry chain of Moon Persimmon planting, processing, and sales, a virtuous cycle of ecological agriculture.

**3. Promote the upgrading of rural tours with local characteristics.** In 2018, Hongyan was certified as a national AAAA tourist attraction. It is known for its Moon Persimmon, persimmon orchards, Gongcheng oil tea, and the ecovillage. On this basis, Hongyan has built a Moon Persimmon museum and a self-driving campsite, cultivated star-rated agritainments, developed boutique homestays, and launched colorful exhibitions and performances themed on traditional Yao culture. The Autumn Moon Persimmon Festival has been held for 18 consecutive years. All this has added to the fun of travel and interaction with tourists.

**4. Promote the integration and upgrading of agriculture and tourism.** Based on its natural landscape and expansive persimmon orchards covering more than 10,000 *mu*, on the basis of ecological agriculture, Hongyan has gradually carved out a development model that integrates leisure agriculture with rural tourism, covering “breeding, biogas, planting, processing and tourism” which has attracted many tourists from afar.

Hongyan regularly invites tourism professionals to give lectures in the village to improve the villagers’ reception and service level and promote the standardization and regulation of the rural tourism industry.

**5. Adapt to the epidemic situation.** After the outbreak of Covid-19, cross-regional tourism was “frozen,” tourists were less willing to travel long distances, and scenic areas across the country saw their revenue plummet. When the epidemic situation improved, the local travel market rebounded and the government called for people to travel within the region and the city. Seizing this opportunity, Hongyan, while enforcing regular, science-based epidemic prevention and control measures, organized less but higher-quality folk-customs activities, and increased marketing effort targeting locals and tourists from nearby, to attract tourists looking for “mini-vacation” and inject vitality into the tourism market.

## Results

Hongyan has 85 buildings with Yao characteristics, all of which are equipped with tourist reception facilities, including more than 350 guest rooms and 660 beds. There are more than 50 agritainment restaurants, capable of serving 2,000 diners at one time. Per capita annual net income has exceeded RMB 50,000. Car ownership and deposit are common. Hongyan has become a famous prosperous village. Even after the outbreak of the epidemic, Hongyan took a series of measures to boost the market according to market changes and the latest epidemic prevention and control requirements. It received







1.38 million visitors in 2020 and 1.45 million in 2021, with a year-on-year increase of 5%.

Hongyan develops rural tourism based on the ecovillage and the persimmon industry, and has blazed a new development path of “cultivating specialty agriculture – building an ecovillage – developing rural tourism.” The red, sweet persimmons have brought substantial benefits to the people’s wellbeing. Hongyan has become a model for the development of ecological agriculture, tourism economy and the improvement in the rural living environment in Gongcheng.

### Experience and Inspirations

**1. Develop the specialty industry of persimmon cultivation.** Under the leadership of the local government, Hongyan continues to develop the Moon Persimmon industry as a means to accelerate economic transformation, an industry with the greatest long-term development potential to enrich the farmers. Considering local conditions, it started by planting 10,000 *mu* of Moon Persimmon in the area, and employed scientific cultivation methods to improve the quality of persimmons. Meanwhile, it works to enhance the ability of deep processing and product research and development, build up the national agricultural brand “Hometown of Moon Persimmon,” and stimulated the economic development of surrounding villages.

**2. Build a new-type eco-friendly village.** Aimed at environmental protection and creating a livable environment, the village developed a science-based plan

and designed architectures integrated with elements of Yao culture. It has built sewage and garbage treatment facilities, mini-orchards, mini vegetable gardens and mini flower gardens, to green and beautify the village environment. It has added public service facilities including the village-level service centers, the cultural square, public toilets, tourist trails around the village, and solar-powered street lamps, to make it more convenient for villagers and realize localized urbanization.

**3. Respond to the epidemic through transformation and development.** As more people aspire for a better life, travel is still the rigid consumption demand of many families. As the epidemic lingers, people whose desire to travel freely have been suppressed for a long time will have a strong desire for mini tours and mini vacations. In line with the requirements for epidemic prevention and control, Hongyan has grasped the current trend of local







tours and city tours and adjusted its market development strategy promptly. It has pitched mainly its advantageous natural landscape and leisure tours, scaled down events and celebrations, launched boutique homestays, and strengthened personalized and high-quality services. All this has helped stabilize the tourist flow.

### Next Steps

In the near future, Hongyan will leverage existing resources and develop tourism products with different functions such as sightseeing, experience, travel, entertainment, shopping, emotional bond and technology, to meet the diverse needs of different tourist groups. Such products include but are not limited to tours to Internet-famous persimmon orchards, camping, photo shooting base, outdoor wedding planning, etc., to form a portfolio of diverse rural tourism products with distinctive local characteristics. It will overcome the seasonal constraints



of persimmon cultivation, lengthen the peak season and shorten the off season while narrowing the gap between them, so as to realize sustainable development of rural tourism and promote rural revitalization. In the future, it will promote the transformation and upgrading of the tourism industry, and build Hongyan into a national first-class tourism area with rural characteristics, a base for high-quality health preservation and senior care services, a base for Yao culture study and experience, and a true resort for leisure tours and holidaymaking. Here, visitors can enjoy themselves in the natural landscape, taste the Yao delicacies such as Gongcheng oil tea, and learn about the mysterious Yao culture, with regional intangible cultural heritage items such as “Yangjiao Dance,” “Nuomian Dance,” “Sheng-blowing and Drum-beating Dance” and “The Technique of Making Gongcheng Oil Tea.”

# 山西晋城市阳城县皇城村： 旅游品牌引领多产业融合成就乡村振兴



## 摘要

山西省晋城市阳城县北留镇皇城村用实际行动走出了一条从“卖煤炭”到“卖农业”“卖风景”的绿色转型之路，全力突破产业短板瓶颈，寻求产业融合，成功打造皇城相府金字招牌，积极进军高新技术产业和现代服务业，多元发展壮大乡村经济，三产融合度高、利益联结范围广、综合效益突出。皇城村的乡村振兴探索走出了一条激活当地资源、适应市场需求、激发村民动力的“皇城村模式”。



## 挑战与问题

皇城村地处太行、太岳、中条三山交汇处的沁河岸畔，全村 365 户 951 口人，村域面积 2.5 平方公里，是清文渊阁大学士陈廷敬的故居，因康熙皇帝两次下榻而得名。皇城村将有“中国北方第一文化巨族之宅”“东方唯一的双城古堡”之称的皇城相府打造成国家 5A 级景区，蹚出一条从“卖煤炭”到“卖文化”“卖风景”的绿色转型之路。然而旅游产业的发展依靠单个景区很难做强做大，且单一的旅游业比较脆弱，抗压和抗风险能力较低。

## 措施

**1. 五村联动、一体发展。**皇城村与周边郭峪、史山、大桥、沟底等 4 村签订合作协议，实施五村一体化发展。将郭峪古城、海会书院两家 3A 级景区提质升级为国家 4A 级景区，打造古堡探秘、民俗体验、休闲度假、生态康养以及高端民宿等旅游业态产品，新建游客综合接待中心，建成占地 1,072 亩的大型生态农业观光园，成立农副产品加工销售公司，形成以皇城相府为龙头、“1+4”农林文旅康融合连片发展的大旅游格局。

**2. 创新产品、提升体验。**皇城村挖掘皇城相府深厚的历史文化底蕴，推出“迎圣驾”开城仪式，《再回相府》沉浸式文化演艺，古装情境式导游服务，夜游皇城项目；建成陈廷敬廉政教育基地、中华字典博物馆、大清主题邮局和相府文创产品旗舰店，研发具有皇城相府特色的文创产品 100 多种；活态传承国家级非遗项目“皇城村九九重阳

节”；加强节会活动开发，打造新春大庙会、捕鱼节、山茱萸节等节会活动品牌；开发相府家宴、进士小格、八八水席、十大碗、相爷枣花馍、陈府面食等地方特色菜品，形成独特的餐饮文化；建成“京东晋城馆·皇城相府线下体验馆”，推进手机导游、电子导游建设，率先建成国内首个 5G 覆盖的 5A 级 AR 智慧景区，应用 5G、AR/VR、AI 等前沿技术，实现游客与景区实时互动。

**3. 品牌营销、塑造形象。**影视营销，参与拍摄《康熙王朝》、《白鹿原》等 20 余部影视剧，成为著名的影视取景地。活动营销，举办承办“皇城相府杯第三届中国阳城国际徒步大会”“乡村振兴发展论坛”以及中央电视台“中国魅力乡村”颁奖盛典等大型活动 20 多场。在人民日报、中央电视台、新华网等媒体推出 80 多个专刊专版和专题报道，走进多个电视栏目。联合字节跳动进行景区短视频团队建设，推出皇城相府 IP 原创短视频。加大自媒体营销力度，打造网红景区。在北京、香港设立文化传媒公司，把皇城相府品牌打响全国，推向世界。

**4. 多元发展、多极支撑。**“一业兴，百业旺”。发挥皇城相府品牌效应，进军高新技术产业







和现代服务业，形成产业类型丰富、业态融合的主导产业支撑体系，保证皇城村经济发展持续长久。组建上市公司相府药业股份有限公司；投产运营全国最大的蜜酒产业基地；成立现代物流、房地产建筑和园林绿化等企业，有效补充旅游业态。

**5. 创新突破、应对疫情。**面对新冠肺炎疫情冲击，皇城相府不断探索新的运营方式，一是借鉴故宫、泰山和大唐芙蓉园经验，将御书楼午亭山村匾额、石碑坊、河山楼等标志性建筑打造成数字藏品限量发售，与年轻人产生链接、互动，形成一种全新的数字消费业态；二是元宇宙虚拟现实 VR720 全景展示，让游客在线虚拟体验；三是以《康熙字

典》为载体，打造线下系列热销产品，通过旅行社转型直播，最终实现皇城相府大IP，线上和线下融合发展；四是打造沉浸式旅游，与邻近的郭峪古城景区联合进行夜间文化和旅游消费集聚区的打造，结合皇城相府文化新增“东君书院剧本杀”“进士堂”等游客可参与的体验项目。

## 成效

皇城相府“一枝独秀”正在向大小景区“百花齐放”转变。通过打破行政区划界线，统筹3镇7村旅游资源，串珠成链，串点成面，形成包括1个5A级，3个4A级景区的“大旅游”体系，实现资源聚合、功能耦合。皇城村“一村富”正在向5个村“村村富”转变。2021年，五个村旅游综合收入1亿多元，实现村集体平均净资产200余万元，皇城村村民人均可支配收入达到6万元，其余4村村民人均可支配收入达到3.7万余元，人均可支配收入近三年年增长率为11.3%。村里建有高标准的幼儿园、小学和卫生所，村民子弟免费就读，建有





休闲广场、农民公园、音乐喷泉，运动场、图书室和青老年活动中心等。

### 经验与启示

**1. 发展多元产业。**充分发挥旅游品牌效应，因地制宜培育新型市场主体，打造乡村经济持续发展新的增长极，构建紧密衔接、运行高效的多元化乡村产业形态和多功能乡村产业体系，有效弥补旅游产业发展短板，为皇城村的全面振兴提供产业支撑。

**2. 壮大集体经济。**集体经济把农民组织起来、资源整合起来、产业发展起来，保障了旅游业的快速发展，同时增强抗压抗风险能力。皇城村的骨干企业都是集体经营，集体企业实现的收入占全村经济总收入的98%以上。皇城相府集团已成为一个下辖20个企业、拥有总资产80多亿元、员工6,000余人的现代企业集团，企业收入除了扩大再生产之外，全部用于村级公益事业和增加村民收入，走共同富裕之路。疫情期间，皇城相府集团拨付专款帮助旅游产业稳人心、度难关，足额按时发放缴纳旅游产业全员工资社保，加快基础设施上档升级，进一步丰富旅游产品，为疫后旅游复苏奠定基础。

### 下一步计划

一是以建设文旅康养示范区为牵引，加快五村一体化区域旅游发展，围绕康养将五村文化旅游资源“串珠成链”，打造文化康养、生活康养、禅意康养、森林康养、休闲康养为主体的“五村五康一心六养”康养度假区，实现村村有产业、一村一特色。二是发挥龙头景区带动效应，与蟒河4A级景区开展合作、互联互通，增设观光索道、卧龙湾游乐区等项目，进一步丰富旅游产品、延长旅游线路、提升游客体验，带动沿线甜蜜小镇、天马山庄、鹿鸣谷等康养休闲项目发展和更多群众受益。三是积极与张壁古堡牵头的世界城堡协会开展交流合作，拓宽古堡旅游发展路径，将皇城相府、太行古堡形象推向世界，扩大皇城相府古堡群的国际影响力。

## Huangcheng Village, Yangcheng County, Jincheng City, Shanxi Province:

Cross-industry integration and rural revitalization driven by tourism branding



## Abstract

Huangcheng, a village in the town of Beiliu, Yangcheng County, Jincheng of Shanxi, has blazed a green transformation path transitioning from “selling coal” to “selling agriculture” and “selling scenery” with concrete actions. It has made every effort to break the bottleneck to industrial development and seek industry integration. It has built up the brand of the House of the Huangcheng Chancellor, its top tourist attraction, leveraged the brand effect, moved from green fields to the high-tech sector, and actively marched into the high-tech industry and modern service industry, to diversify and grow its economy. As a result, the primary, secondary and tertiary sectors are highly integrated, which involves a wide array of stakeholders and generates outstanding comprehensive benefit. Huangcheng has developed a model of its own to put local resources into good use, adapt to the market demand, and motivate villagers to promote rural revitalization.



## Challenges and Problems

Huangcheng sits near the Qin River where Taihang, Taiyue, Zhongtiao mountains meet. It has 365 households of 951 people and a land of 2.5 square kilometers. The House of the Huangcheng Chancellor is the former residence of Chen Tingjing, Grand Secretary of the Pavilion of the Imperial Library of Qing dynasty, and was known to be visited by Emperor Kangxi twice. The House of the Huangcheng Chancellor is a state-level AAAAA tourist attraction, known as the “house of the top literati clan in northern China,” “the only ancient castle in the east that consists of interior and exterior portions.” The village has blazed a green transformation road from “selling coal” to “selling culture” and “selling scenery.” But with only one scenic area, it’s hard to develop local tourism industry into a big one, and if the local economy relies on nothing but the tourism industry, it will be fragile and vulnerable to external shock and risks.

## Measures

**1. Coordinate the integrated development of five villages.** Huangcheng signed cooperation agreements with four neighboring villages, namely, Guoyu,



Shishan, Daqiao and Goudi, to promote integrated development. Two national AAA tourist attractions – Guoyu Ancient Town and Haihui Academy are upgraded to AAAA ones. In addition, tourism products such as castle tours, folk custom experience, leisure tours, health preservation and high-end homestays are launched. There is a comprehensive tourist service center, and a 1,072 *mu* eco-agricultural sightseeing garden. It also has an agricultural and sideline products processing and sales company. The regional development has formed a pattern of integrating tourism with agriculture, forestry, culture, and health preservation, known as the “1 + 4” pattern for short.

**2. Develop products and improve the visitor experience.** Tapping the profound historical and cultural



heritage of the House of Huangcheng Chancellor, the village has staged the city-gate opening ceremony of “Welcome the Emperor,” the immersive stage show “Return to the House of the Chancellor,” and tour guide services in ancient costume, and developed night tours. Chen Tingjing Anti-Corruption Education Base, the Chinese Dictionary Museum, the Qing-Themed Post Office and a flagship store selling cultural and creative products inspired by the House of Huangcheng Chancellor are opened. So far there are more than 100 cultural and creative products designed by drawing inspiration from the House of Huangcheng Chancellor. The Double Ninth Festival celebration in the village, a national intangible cultural heritage item, is staged again. More efforts are made to organize celebrations and events, including the Spring Festival Temple Fair, Fishing Festival and Dogwood Festival. More local specialty dishes including the Chancellor’s Home Banquet, Jinshi Xiaoge, 16-Dish Banquet and Ten Bowls, and snacks such as steamed buns with red dates and Chen’s Noodles are invented and served to diners. The city of Jincheng has co-opened a physical store with JD.com to sell local specialties at the House of Huangcheng Chancellor. The use of mobile and electronic guides is promoted. The House of Huangcheng Chancellor is the first 5G-covered, AR-empowered AAAAA tourist attraction in China. 5G, AR/VR, AI and other cutting-edge technologies are employed to enable real-time interaction with tourists.

**3. Brand marketing and image building.** In terms of film and television marketing, the village participated in the shooting of more than 20 films and television dramas, including “Kangxi Dynasty,” “White Deer,” and has become a famous shooting location. In terms of



event marketing, it has organized more than 20 large-scale events including the “House of Huangcheng Chancellor Cup” 3<sup>rd</sup> China (Yangcheng) International Hiking Conference, the Forum on Rural Revitalization and Development, and CCTV’s awarding ceremony of “China’s Charming Villages.” The village stories have been covered in more than 80 special editions and special reports on the *People’s Daily*, CCTV, Xinhuanet, etc., in addition to several TV programs. The village also joins hands with ByteDance to build a short-video production team and the two have launched the original short video on the House of Huangcheng Chancellor. Huangcheng has also increased efforts in influencer marketing to build up its online visibility and popularity. It has set up culture and media companies in Beijing and Hong Kong, to promote the brand of House of Huangcheng Chancellor to the whole country and the world.

**4. Diversify local economy with multiple growth points.** The flourishing tourism industry will drive the development of other industries. Giving full play to the brand effect of House of Huangcheng Chancellor, the village has entered into the high-tech industry and modern service industry, diversified local economy which is supported by the leading industry, and integrated different business forms, to ensure sustainable economic development. For example, it founded Shanxi HCXF Pharmaceutical Co., Ltd. and listed it on the New Third Board (National Equities Exchange and Quotations); put into operation the largest mead production base in China; and established modern logistics, real estate construction and greening & landscaping enterprises. All these efforts have effectively supplemented the tourism industry.





**5. Seek innovations and breakthroughs to respond to the epidemic.** In the face of the impact of the COVID-19 epidemic, the House of Huangcheng Chancellor has continuously explore new operating methods. First, learning from the Forbidden City, Mt. Tai and Tang Paradise, it digitized its landmark buildings including the inscription plate written by Emperor Kangxi, the stone archway and Heshan Building, and sells the digital collections mainly to young consumers, thus launching the digital consumption business. Second, the metaverse VR720 panorama is displayed to allow tourists an online virtual experience. Third, based on the Kangxi Dictionary, a series of popular offline products are developed. Local travel agency has organized live-streaming sale sessions to realize the integrated tourism development online and offline. Fourthly, it has developed immersive tours, and jointly launched night tours and consumption areas with the adjacent Guoyu Ancient Town. Based on the history of the House of Huangcheng Chancellor, it has developed engaging programs including the “Dongjun Academy” mysterious murder game and “Hall of Jinshi.”

## Results

Not just the House of Huangcheng Chancellor, but scenic spots big and small are all flourishing. By breaking the boundary of administrative division, and coordinating tourism resources of three towns and seven villages, Huangcheng and its nearby areas have strung scattered tourist attractions together, including one AAAAA and three AAAA tourist attractions, to realize

resource aggregation and functional coupling. Not just Huangcheng but the other four partner villages have seen their income remarkably increased. In 2021, the comprehensive tourism income of the five villages was more than RMB 100 million, and the average collective’s net assets was more than RMB 2 million; the per capita disposable income of Huangcheng reached RMB 60,000, and that of the remaining four villages RMB 37,000. The annual growth rate of per capita disposable income in the past three years was 11.3%. There are high-standard kindergartens, primary schools and health centers in these villages, free for villagers’ children. There are also leisure squares, farmers’ parks, music fountains, playgrounds, reading rooms and activity centers for the young and elderly.

## Experience and Inspirations

**1. Diversify local economy.** Huangcheng gives full play to the brand effect of tourist attractions, cultivates new market players based on local conditions, reasonably allocates resources and factors, and builds new growth points for the sustainable development of rural economy. It works to construct a closely-linked, efficient and diversified rural economy and multi-functional industrial system, which has effectively made up for the weakness of the tourism industry and provided industrial support for its revitalization in all respects.

**2. Strengthen the collective economy.** By organizing farmers, integrating resources and developing industries, the collective economy has facilitated the rapid development of tourism and enhanced the ability to resist pressure and risks. The backbone enterprises in







Huangcheng are all collectively operated. The income of collectively operated enterprises accounts for more than 98% of the total economic income of the village. The House of Huangcheng Chancellor Group has grown into a modern enterprise group with 20 subsidiaries, assets worth more than RMB 8 billion and more than 6,000 employees. In addition to business expansion, all its profits are spent on village-level public welfare undertakings and to increase the income of villagers and promote common prosperity. At the height of the epidemic, the Group earmarked a fund to help the tourism industry, paid salaries and social insurance of tourism professionals in full and on time, accelerated the upgrading of infrastructure, and further diversified the portfolio of tourism products, so as to lay a foundation for post-epidemic tourism recovery.

### Next Steps

While building the cultural, tourism, and wellness demonstration zone, Huangcheng will accelerate the integrated tourism development of the five villages, and string the cultural and tourism resources in the five villages with the theme of wellness to build a wellness resort with five distinct features: culture, lifestyle, Zen, forest and leisure, and make sure that each village has its own characteristic industries. The top scenic spots should play a leading role. The House of Huangcheng Chancellor

will work, connect and interact with the AAAA tourist attraction Mang River, add the sightseeing cableway and Wolong Bay amusement zone, further enrich the tourism products, extend the tourism routes and enhance the tourist experience. It will divert tourists to nearby Sweet Town, Tianma Villa, and Luming Valley, to boost their development and benefit more people. Huangcheng will actively exchange and cooperate with the World Castle Association, especially its lead member Zhangbi Ancient Castle, broaden the development path of castle tours, introduce the House of Huangcheng Chancellor and Taihang castles to the world, and expand the international popularity of Huangcheng's castle cluster.

# 四川眉山市丹棱县幸福村： 农文旅融合“古村模式” 赋能乡村振兴



## 摘要

四川省眉山市丹棱县顺龙乡幸福村抓住“古村落”文化、以农耕民俗、自然生态主线，以“质朴原乡”为主题，将观光度假、农事体验、民俗文化、休闲游憩、乡村民宿、研学旅游、节庆活动等农文旅产品自然地融入古村之中，构建“幸福古村”新乡村生活方式。幸福村整合“公司、合作社、原住民、新村民”等多方力量，构建“公司+合作社+村民”的共建共享模式，探索出城乡融合的乡村振兴发展路径。发展乡村旅游以来，村民人均可支配收入从 11,080 元增长到 39,880 元；幸福古村从“藏在深山无人知”到如今引起国际社会广泛关注，实现了经济效益和社会效益双丰收。

## 挑战与问题

幸福村处于半山腰，海拔 600—900 米，距县城约 12 公里，其中约 6 公里道路为盘山路，道路较为崎岖。村内民居依山而建，农田多为梯田，人均可利用农田不足 1 亩，农业生产条件较为落后。村内保持着传统农耕方式，经济类农业发展较为滞后，村民守着绿水青山，但不知如何换来金山银山。村内青壮年为改善生活，纷纷外出务工，村落逐步失去了活力，“空心村”问题愈发突出。

## 措施

**1. 守住古村底蕴。**一是保留古韵。幸福村森林覆盖率达 80%，土墙青瓦的川西民居依山而建，临溪而立，曲径通幽，错落有致，民居在开发中始终坚持“旧物新用、修旧如旧”。二是保留生态。村内散布着千年银杏夫妻树、清代赵桥、大寨梯田、盐铁古道等近 30 个自然人文景观，开发中



坚持“布新景适旧景、以新景衬旧景”。

**2. 打造质朴原乡。**一是尊重村落灵魂。充分保留原住民及其生产生活习惯，保留传统农耕文化、民俗文化、知青文化以及唢呐等民间艺术，开展各类民俗文化活动展示和体验，体现乡土味道，守住乡愁记忆。二是尊重原乡建筑。恢复完善“堂屋”“仓库”等农村传统特色设施，呈现犁、耙、风桶、石磨、蓑衣等古村落传统特色建筑符号和传统农耕生产生活用品，营造质朴原乡。

**3. 拓宽发展路径。**一是村集体按照一定比例从收益中提取古村落保护基金，之后按贡献参与度





向社员分红，破解古村落保护与发展可持续难题。村民通过开展经营性项目和土地流转、劳务、合作社分红等，实现良好收益，2021 年人均可支配收入达 39,880 元。二是通过成立产业专业合作社、旅游专业合作社、旅游管理有限公司和旅游管理协会等机构，形成新的建设营运管理模式，激发村民的主动参与性，良性推动农旅融合发展。

**4. 契合时代需求。**一是提升游览服务。疫情常态化下，古村顺应市场需求，完善网上预订、线上景区等功能，邀请金牌导游、专业摄影师等行业大咖开展“云旅游”直播活动；通过“网上商店”实现旅游商品“云销售”。利用“丹棱文旅”“大雅丹棱”“幸福古村”等微信公众号、抖音号、视频号，携手国际在线、中国旅游报、蜀韵文旅等媒体，构建古村新媒体宣传矩阵。二是深耕产品打造。将休闲、度假、体验作为疫情常态化下古村产品定位，打造休闲度假业态；以“幸福里”公共文化空间为载体，设置花艺、读书分享会、手工制作等体验活动；以苔藓博物馆为核心，开展亲子研学、自然科普、农事体验等游学产品，做深做细旅游产品。

## 成效

幸福村依照古村肌理脉络，总投资约 2.6 亿元，精巧布局 6 处精品民宿，打造幸福里公共文化空间、石磨豆坊、私房菜、文创体验空间等 20 余处特色业态，建成游客中心 1 处，旅游厕所 6 个，停车位 500 余个，游步道 37 公里，形成“两环两



纵”游览线路。幸福村作为联合国教科文组织“历史村镇的未来”国际会议参观点，接待了世界各地的嘉宾和游客。幸福村共计接待游客突破 150 万人次，实现旅游总收入约 1.8 亿元；新冠肺炎疫情爆发以来，幸福村接待游客人次约 60 万人次，实现旅游总收入约 0.9 亿元。

## 经验与启示

**1. 充分发挥示范引领作用。**编制《丹棱县幸福古村旅游提升方案》《幸福古村景区总体规划》以及《丹棱县顺龙乡幸福古村传统村落保护发展规划》，明确古村“质朴原乡”定位，探索“两山转化”的实现路径。幸福村项目建设采取示范引领、分期建设的方式有序推进，在循序渐进中，赢得原住民的支持，获取村民的认同感，实现与原住民和谐共处，构建良性的发展环境。

**2. 始终坚持“保护开发”理念。**遵循“旧物新用、修旧如旧、资源活化”方式，提升古村落整体气质。通过古居古桥修葺、古渠古道修缮、古树古石保护、古物古事挖掘，留住悠久的历史印记；举办迎亲、唢呐、农耕等系列民俗体验活动，传承最纯粹的民俗文化；实现在保护中开发，在开发中传承，进一步凸显古村的山脉、水脉、地脉、文脉和人脉，打造记得住乡愁的“质朴原乡”，用原乡灵魂和魅力实现“近者悦、远者来”，推进保护传承和提升发展能力。

**3. 探索实践共建共享机制。**成立国有幸福古村发展有限公司，做好村落的规划、建设和市场运

营；引进“新村民”50余人，开展艺术创作、业态指导、社区营造；整合“公司、合作社、村民”三方力量，构建起“三位一体”的共建共享模式，实现古村落协调有序发展。

**4. 创新业态适应市场需求。**发挥原住村民的技艺特长，实现“民与企”合作，植入石磨豆坊、小院咖啡、私房菜等新业态，打造场景化消费体验产品。实施文化下乡，打造“幸福里”公共文化空间，通过市场化运营，为古村营造展览、教育、阅读与店铺等新场景，实现多维度的当代乡村新生活与价值流动。依托在地演艺特色，将农耕、民俗故事等进行丰富的展示和演绎，建立唢呐体验基地、文创体验馆、青苔博物馆，开发自然研学、民俗体验等“沉浸式”产品，营造旅游的深度体验感。



振兴提供可普遍适用的先进经验。二是整体提升幸福村业态产品，加快打造乡村精品民宿，推进峡谷水域展示区以及游船码头建设，建设村史博物馆，设置常态化演艺场所等，进一步增强业态产品市场吸引力，实现幸福村模式带动、促进和辐射作用的全新飞跃。

## 下一步计划

一是以创建省级全域旅游示范区为统揽，着力推进以幸福村为核心的省级旅游度假项目建设，凸显幸福村农文旅融合发展的标杆典范作用，为乡村



## Xingfu Village, Danling County, Meishan City, Sichuan Province:

The “ancient village model” integrating agriculture, culture, and tourism to empower rural revitalization



## Abstract

Xingfu Village in Shunlong Township, Danling County, Meishan of Sichuan Province, based on its “ancient village” culture, farming customs and natural ecology, has proposed the slogan of “the real simple country life,” and integrates sightseeing and holidaymaking, farming experience, folk customs, leisure and recreation, homestays, study tours, and celebrations to create a new rural lifestyle of its own characteristics. It integrates multiple forces such as companies, cooperatives, natives and newly-arrived residents, and has established a model for companies, cooperatives and villagers to work with each other and share development fruits, and explored a path for rural revitalization and development featuring urban-rural integration. The villagers invest in companies and cooperatives with their land use right or idle dwellings, provide services or sell products to contribute to rural tourism. The development of rural tourism has increased the per capita disposable income from RMB 11,080 to RMB 39,880, and brought to Xingfu, once a little-known ancient village, international attention and both economic and social benefits.





### Challenges and Problems

The village is located in the middle of the mountain, 600-900 meters above sea level and about 12 kilometers from the county seat, and about 6 km of the road is winding through mountains, making it difficult to access. The residential houses are all in the mountains, and the farmland is mostly terraced fields, with less than 1 *mu* of usable farmland per capita. The farming conditions are relatively backward and the farming method outdated. The yield of cash crops is small. Though the ecological environment is great, the villagers did not know how to capitalize on it. As a result, the young and middle-aged people have flocked out to cities to make a living. The village gradually became listless and increasingly hollow.

### Measures

**1. Preserve the rural legacy.** First, keep the ancient village's timelessness. The village's forest coverage rate reaches as high as 80%. It is located in the mountain, run by streams, and scattered with residential houses made of earth walls and grey-green roof tiles commonly seen in the western part of Sichuan. It has adhered to the development principle of "giving old items a new purpose, and repairing the old items as they were." Second, protect the ecological environment. The village is proud of its nearly 30 natural and cultural heritage sites, including thousand-year-old ginkgo trees, a bridge built in the Qing Dynasty, terraced fields, and the ancient path for transporting salt and iron goods. Another development

principle – "adapting new tourist attractions to existing ones and complementing existing tourist attractions with new ones" is followed.

**2. Build up the brand of "a real simple country life."** First is to respect the tradition and legacy of the village. Instead of vacating, it allows the villagers to stay where they are and live and farm the way they like. Not only the traditional way of farming, but also folk customs, the legacy of *zhiquing*, or intellectual young people who were sent to the countryside during the "cultural revolution" (1966-76) for re-education, and the folk art of *suona* are preserved. Various activities have been staged to show folk customs and give visitors a first-hand, memorable experience with the country life. The second is to keep the original buildings intact. Traditional rural facilities such as main halls and barns are restored and improved. And farming tools and symbols of rural life such as ploughs, harrows, blowing driers, stone mills and coir raincoats are on display to add to the timelessness of this ancient village.

**3. Broaden development paths.** First, after deducting a certain proportion of profits for the ancient village conservation fund, village collectives distribute dividends to members according to their contribution and participation, thus solving the problem of sustainable conservation and development. The villagers make good money by doing business, receiving payment for land circulation, their labor and dividends from cooperatives. The per capita disposable income reached RMB 39,880 in 2021. Second, specialized industrial cooperatives, tourism cooperatives, tourism management companies and tourism management associations are established, under a





new operating and management model which stimulates the active participation of villagers, and promotes the integrated development of agriculture and tourism.

**4. Meet the needs of the times.** The first is to improve tourist services. As Covid-19 control becomes the new normal, the village responds to the market demand by improving its online reservation system and online tours. It also invited top-rated tour guides, professional photographers and other key opinion leaders (KOL) to live-streaming sessions and give the audience a virtual tour in the village. It has also opened online stores to sell tourism products. It has launched such public accounts as “Danling Wenlv,” “Daya Danling,” and “Xingfu the Ancient Village” on WeChat and Douyin, and worked with CRIOOnline, *China Tourism News*, *Shuyun Wenlv* and other new media outlets to build up the village’s visibility and reputation. Second, develop high-quality tourism products. The village develops tourism products with focus on leisure, holidaymaking and experience amid regular Covid-19 control. At the public cultural space Xingfuli, experiential activities such as flower arranging, reading clubs and DIY are organized. With the moss museum at the core, tourism products such as parent-child study tours, natural science popularization and farming experience are developed to appeal to niche markets.

## Results

Based on the original texture of the ancient village, Xingfu has developed six boutique homestays, with an investment of about RMB 260 million, in addition to more than 20 characteristic business forms including Xingfuli the public cultural space, the stone-mill bean shop, private-home kitchens, and cultural and creative experience space. There is one tourist center, six tourist toilets, more than 500 parking spaces and a pedestrian path of 37 kilometers, forming two ring and two vertical tourist routes. As a designated place to visit for attendees of the UNESCO Conference on the Future of Historic Villages and Towns, Xingfu received conferees and visitors from around the world. So far, it has received more than 1.5 million tourists and generated tourism revenue of about RMB 180 million, including about 600,000 tourists and about RMB 90 million since the outbreak of Covid-19.

## Experience and Inspirations

**1. Give full play to the leading role of demonstration projects.** *The Tourism Promotion Plan for Xingfu Ancient Village in Dangling County, the Master Plan for Scenic Spots of Xingfu Ancient Village and the Conservation*

*and Development Plan for the Traditional Dwellings of Xingfu Ancient Village in Shunlong Township, Dangling County* are formulated, clarifying Xingfu's positioning as a place with "a real simple country life" and exploring the path of translating lucid waters and lush mountains into valuable assets. The village advances projects in an orderly manner and in stages with demonstration projects playing the leading role, and in this process, wins the support of native villagers, so as to realize harmonious coexistence with them and create a favorable environment for development.

**2. Always adhere to the concept of "conservation and development."** While improving the village environment as a whole, it follows the principles of "giving old items a new purpose, repairing old items as they were, and putting idle resources into good use." It has repaired ancient bridges, ancient ditches and roads, protected ancient trees and rocks, and uncovered ancient relics and more of the village history, to preserve its memories and marks of the passage of time. It organizes wedding ceremonies, *suona* performance and farming experiential activities to advocate its folk customs. By promoting development and conservation side by side, it highlights its mountains, waters, land, culture and people, and creates a "real simple country life" that benefits local community and attracts visitors from afar. In this course, its abilities of conservation, inheritance and development have improved.

**3. Explore a mechanism for collaboration and sharing development fruits.** The state-owned Xingfu Ancient Village Development Co., Ltd. was founded to take charge of village planning, development and marketing. The village has attracted more than 50 new arrivals who are engaged in artistic creation, business mentoring and community building. It has established a model for the company, cooperatives and villagers to work with each other and share development fruits. Coordinated and orderly development of the village is realized.

**4. Introduce new business forms to meet market demands.** Native villagers who have skills and expertise work with enterprises, to develop new business forms such as the stone-mill bean shop, courtyard cafe and



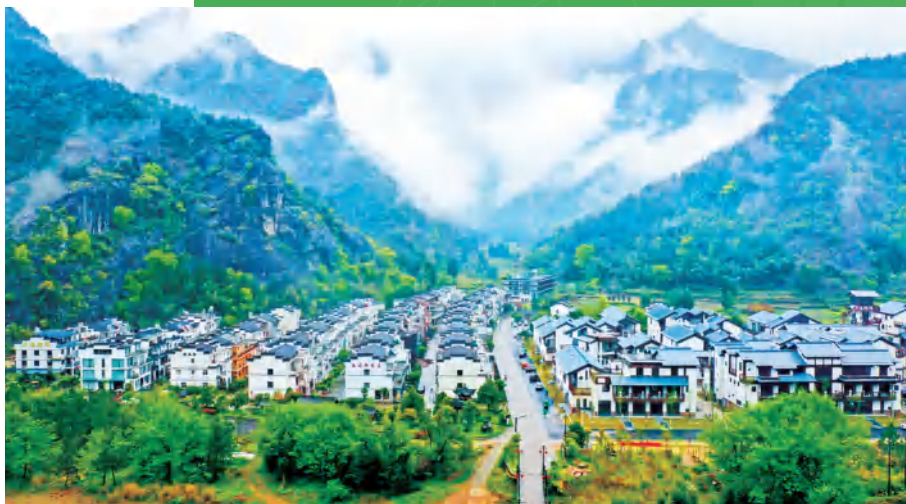
private-home kitchen, and develop new scenario-based consumption products. To rejuvenate local culture, it has built the Xingfuli public cultural space and introduced new scenarios such as exhibitions, education, reading and shops through market-oriented operations, to create a new rural lifestyle in multiple dimensions and facilitate value flow. Based on the characteristics of local performing arts, it has adapted local farming and folklore stories to the stage, opened a *suona* experience base, an artistic creation experience hall and a moss museum, and developed immersive tourism products such as study tours in nature and folk customs experience, to create an immersive rural lifestyle experience.

### Next Steps

Aiming to build itself into a provincial-level demonstration zone for all-area-advancing tourism, the village will work hard to build a provincial-level tourism resort with it at the core, highlight its demonstration role for promoting the integrated development of agriculture, culture and tourism, and share its good practices of reference value for rural revitalization. It will improve its overall tourism economy and products, accelerate to develop boutique homestays, build the exhibition areas in canyon waters, docks for sightseeing boats, a village history museum and permanent performance venues, and extend the tourist routes. The focus will be on improving and upgrading the application of intelligent technologies to scenic spots, study tours, and cultural inheritance to enhance the market attractiveness of its tourism products and promote the Xingfu Model to more areas.



# 浙江台州市仙居县下叶村： 深挖乡村绿色经济助力乡村振兴



## 摘要

浙江省台州市仙居县下叶村依托毗邻大神仙居景区和仙居国家公园的生态优势与区位优势，以绿色化发展为引领，发展民宿经济和绿色产业，传承传统乡村文化，村庄实现了从“脏乱差”到“绿富美”的脱变，走出了富有自身特色的美丽乡村建设新路径。



## 挑战与问题

下叶村由5个自然村组成，全村共有483户，1,503人。下叶村位于仙居县城西南部，虽距离县城仅39公里，但交通极为不便。下叶村耕地面积633亩，人均占有0.41亩，发展农业很难形成规模化的效益。因为没有产业支撑，多数村民外出务工，留下的老人孩子，思想观念陈旧，缺乏发展眼光；生活习惯落后，垃圾随处可见，门前屋后杂物乱堆，露天粪坑、猪舍鸡棚与住宅不分。2010年下叶村农民人均所得5,020元，贫困发生率高。

## 措施

**1. 发展生态农业。**下叶村依托生态优势，鼓励支持村民积极发展杨梅、水蜜桃、绿色蔬菜等经济作物，推广桃林养鸡、养蜂等种养结合生态养殖模式，切实将绿色资源转化为绿色财源。目前下叶村已经建成自下叶村至尚仁村，总长约5,000米的“十里桃花谷”，既做强蜜桃产业品牌，又形成了一道靓丽的风景线，每年吸引游客3万余人次，户均增收超5,000元。

**2. 发展民宿经济。**下叶村鼓励村民兴办民宿脱贫致富。目前，全村已有106家民宿，户均收入达到30万元。下叶村成立民宿产业协会，按照规范化、公司化、信息化、品牌化“四化同步”的发展思路，加强统一经营管理，提升服务品质。

**3. 发展休闲经济。**下叶村与中国美院、浙江省城乡规划设计研究院合作，进行整村改造提升规

划。先后建成“一寸光阴”书吧、乡村露营基地、牛鼻洞攀岩基地等旅游配套设施，通过组织开展“野趣淡竹”“游江南九寨，购山里年货”等主题活动，打响乡村休闲旅游品牌。

**4. 践行“三绿模式”。**一是“绿色公约”，以村规民约的形式，发动干部群众加强生态环境保护，推广低碳生活方式，发展绿色产业；二是“绿色货币”，鼓励游客通过践行绿色生活方式兑换绿色货币，让游客自觉肩负环保责任，践行“碳补偿”“碳抵消”的消费理念，将低碳旅游观贯穿旅行全过程；三是“绿色调解”，创新工作机制，积极解决发展过程中的村民矛盾纠纷。

**5. 实施“两个计划”。**一是银行低息贷款“输血”，农商行向符合条件的低收入农户群体提供低息贷款“共富贷”，每位符合条件的低收入农户可获得低息贷款。二是农户抱团入股“造血”，低收入群体以现金入股有资金需求的民宿，参与到民宿的转型升级过程中，使得低收入群体持续获得稳定收益，构建低收入群体脱贫的长效机制。



## 成效

通过持续不断的提升改造，现在的下叶村环境优美，道路整洁，乡村别墅整齐划一，公共配套设施一应俱全，即有“良田美池桑竹”的闲情雅致，更有着“阡陌交通，鸡犬相闻”的富足安逸。下叶村现有民宿 106 家，床位 2,500 个，日游客接待量可达 10,000 人，其中 8 家被评为浙江省银宿，7 家荣获法国开发署品牌体验民宿称号。下叶村 2021 年全年接待游客超 40 万人次。平均每家人宿收入 30 万元，年带动村民增收 15 余万元，村民人均可支配收入 21,026 元。全村从事旅游业人口达到 432 人，直接撬动工商资金 20 多个亿，真正实现了村民们在家门口就能致富安身的梦想。

## 经验启示

**1. 核心景区带动。**下叶村距国家 5A 级景区神仙居景区仅 4 公里，下叶村在开展村庄改革之初，就树立了以核心景区集聚带动的发展理念，通过营造旅游主题风貌、完善公共配套设施建设、打造居住休闲聚落、建设乡村客栈体系等措施，建设“景村一体化”的新型农村社区，在景区的带动效应下，实现村庄到乡村旅游目的地的转变。

**2. 乡村旅游整合。**在建设美丽中国背景下，乡村旅游与美丽乡村建设融合发展是构建宜居、宜业的可持续发展乡村的有效途径之一。2013 年以来，下叶村持续从强化功能定位、优化空间布局、



明确主题形象、创新旅游产品和完善服务配套五大路径进行村域综合规划整治、复合型旅游开发及乡村文化品牌塑造，从而推进“看得见山、看得见水、记得住乡愁”的美丽乡村建设。

**3. 群众主体参与。**乡村“治理有效”的本质和关键，一定是以村民为主体，确立村民的主体性地位，重拾村民的乡村文化认同，强化村民作为“共同体”的集体认同意识和行为主体意识。通过根植乡村公共性，激发村民的表达和参与意愿，增强村民议事能力；通过先富带后富，让群众实实在在看到经济效益，激发群众的积极性与参与度，变“要你做”为“我要做”。

## 下一步计划

**一是风景增色，打造“最美”展示区。**以环神仙居“微改造、精提升”行动为契机，进一步提升村庄洁化、绿化、美化，全面提升村庄旅游综合发展能力，打造时时美丽、处处精致的旅游环境。

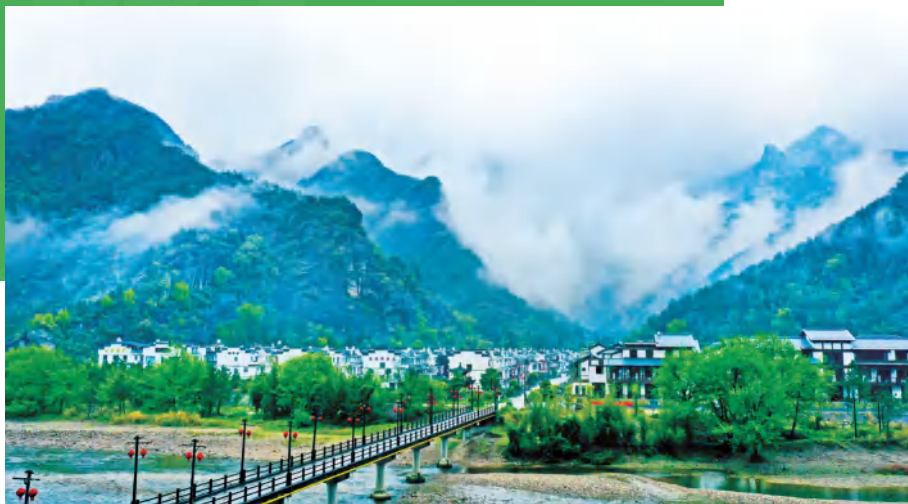
**二是游客增兴，打造“智享”体验区。**加强山上山下联动发展，做大做强现有产业，引进建设更具吸引力的核心产品，完善旅游配套设施，打造更优质的旅居环境，全方位提升游客体验感，构建吃住行旅购娱于一体，业态丰富、服务优质的乡村旅居胜地。

**三是百姓增益，打造“共享”富裕区。**加快环神仙居大花园示范区重大文旅项目的建设，以大项目、新业态带动，“做大”发展的蛋糕；探索有效连接村民和村集体经济的发展体系，进一步促进乡村振兴。



## Xiaye Village, Xianju County, Taizhou City, Zhejiang Province:

Developing rural green economy to promote rural  
revitalization



## Abstract

Xiaye, a village in the county of Xianju, Taizhou City, Zhejiang Province, is adjacent to the God Immortal Home Scenic Area and Xianju National Park. In its pursuit of green development, it gives full play to the leading role of the masses, inherits traditional rural culture, and develops the B&B economy and green industries. The village has become greener, more prosperous and beautiful, and has explored a new path of building the “beautiful countryside” with its own characteristics.

## Challenges and Problems

Xiaye consists of five natural villages, with 483 households of 1,503 people. It is located in the southwest of Xianju and is basically inaccessible though it's only 39 kilometers from the county seat. It has 633 *mu* of arable land, or 0.41 *mu* per capita, and agriculture is difficult to scale up with higher efficiency. Without supporting industries, most of the villagers left for employment opportunities, and the elderly and children who remained were too poorly-educated or conservative to seek for development opportunities. Their lifestyles were outdated, garbage was everywhere, and debris piled up in front of and behind their residences. They used open-air pits, and built pig farms and chicken sheds inside their residences. Despite the beautiful scenery, the village was not livable. In 2010, the per capita income in Xianye Village was RMB 5,020, and the poverty incidence rate was high.

## Measures

**1. Developing ecological agriculture.** Relying on its sound ecological environment, Xiaye encourages and supports villagers to grow cash crops such as Chinese bayberry and honey peach trees and organic vegetables, and popularizes the ecological farming methods such as raising chickens and keeping bees in peach orchards. In this way, green resources are effectively transformed into sources of income. There is a 5,000-meter-long peach blossom valley stretching from Xiaye to Shangren Village, building up the brand of local honey peaches. The valley is itself a beautiful view and attracts more than 30,000 tourists every year, increasing the household income by more than RMB 5,000 on average.



**2. Developing the homestay economy.** Xiaye encourages villagers to provide homestay services to alleviate poverty. At present, there are 106 homestays in the village, generating an average income of RMB 300,000 for each owner. There is also a homestay industry association to strengthen centralized operation and management of homestay services, covering standardization, corporate governance, information technology and branding, to improve the service quality.

**3. Developing the leisure economy.** Xiaye has partnered with China Academy of Art and Zhejiang Urban and Rural Planning and Design Institute Co., Ltd. to upgrade the village environment on the whole. Supporting tourism facilities including a book bar, a camping base and a rock-climbing base are built. It organized thematic activities such as "Have a Wild Time in Danzhu," "Visit the Jiuzhai in the Southern Reaches of the Yangtze River, and Buy New Year Goods in the Mountains," building up its reputation as a destination for rural leisure tourism.

**4. Implementing the "green convention," promoting the use of green "currency" and actively resolving disputes.** First, the "green convention," in the form



of code of conduct for villagers, mobilizes cadres and the masses to strengthen ecological and environmental protection, promote low-carbon lifestyles and develop green industries. Second, the “green currency,” exchanged for green ways of life, mobilizes tourists to shoulder the responsibility of environmental protection, embrace “carbon offset” consumption behavior, and make their whole trip low-carbon. Third, a new working mechanism is established to actively settle disputes among villagers in the process of development.

**5. Implementing two initiatives.** First, low-interest bank loans. Rural commercial banks provide low-interest loans to eligible low-income rural households to promote common prosperity. Second, the low-income farmers use the loans to invest in homestay businesses which are raising funds for transformation and upgrading, so that the low-income groups can have a sustainable, reliable source of income and get rid of poverty.

## Results

Through continuous improvement and renovation, Xiaye Village now has a beautiful environment, clean roads, uniform country villas, and complete public

facilities. Here you can enjoy the pastoral view of fields, ponds and bamboo forests, and the easy, convenient life of modern day. It has 106 homestays in total, with 2,500 beds, and can receive 10,000 visitors at most per day. Eight of them are awarded the title of Zhejiang Provincial Silver-level Homestays and 7 are recommended by the French Development Agency. Xiaye Village received more than 400,000 visitors in 2021. The average income of each homestay was RMB 300,000, which increased the income of villagers by RMB 150,000 a year and the disposable income of villagers was RMB 21,026. The tourism industry has hired more than 432 villagers, and directly attracted more than RMB 2 billion of industrial and commercial funds. The dream has come true for the villagers to get rich and find employment at their doorstep.

## Experience and Inspirations

**1. Give play to the driving effect of core scenic spots.** Xiaye Village is only 4 kilometers away from the national AAAAA tourist attraction God Immortal Home, literally “Home of Immortals.” Shortly after the reform was launched, Xiaye established the approach of seeking development driven by the core scenic spots. By creating





a tourism-themed look, improving public facilities, and building residential and leisure settlements and an inn system, it has turned itself into a new rural community that is integrated with the tourist attractions which enable its transformation from a village to a tourism destination.

**2. Promote integrated development of village building and tourism.** In the drive to build a beautiful China, the integration of rural tourism and the building of a beautiful countryside is one of the effective ways to build a sustainable countryside that is attractive to live and work. Since 2013, Xiaye Village has continued to conduct comprehensive village planning and remediation, develop cross-sector tourism, and build up the rural cultural brand by strengthening its function positioning, optimizing its spatial layout, clarifying its thematic image, developing new tourism products and improving its service packages, thus promoting the building of a beautiful countryside that allows the people to be close to mountains and waters and recall their rural roots with fond memories.

**3. Engage the masses as main players.** The essence and key of effective rural governance must be to give the villagers the principal role, establish their leading position, reestablish their identification with rural culture, and strengthen their collective identity awareness as a “community” and sense of agency. By instilling the idea that the village is a public community, it stimulates the villagers to express and participate in the process of deliberation. By allowing some people to become prosperous first, and pushing these people to give a helping hand to those following in their wake, it shows people the real economic benefits, arouses their enthusiasm for participation, and translates external orders into internal motives.



## Next Steps

**1. Build the beautiful display areas to add to the beauty of scenery.** Taking the opportunity presented by the micro-renovation and refinement of areas surrounding God Immortal Home, the village will become cleaner, greener and more beautiful, and increase its capacity for the comprehensive development of tourism, so as to create a beautiful and sophisticated tourist environment.

**2. Build a “smart” experience zone for the convenience of tourists.** The village will strengthen the coordinated development up and down the mountains, expand and strengthen existing industries, introduce more attractive core products, improve supporting tourist facilities, create a better living environment and enhance the visitor experience in all aspects. It will build a rural resort that offers catering, accommodation, transport, shopping and entertainment services, with diverse business forms and high-quality services.

**3. Build a prosperous area for the benefits of all.** The village will move faster to develop major cultural and tourism projects in the Great Garden Demonstration Zone around God Immortal Home, and grow the pie through the development of major projects and new business forms. It will also explore a development system that effectively connects villagers and the collective economy, and further promote rural revitalization.

# 宁夏吴忠市利通区牛家坊村： 打造现代服务业集聚区 促进多业态转型升级



## 摘要

宁夏回族自治区吴忠市利通区牛家坊村现代服务业集聚区项目总体规划占地面积 3,000 亩，分 5 年分步实施。牛家坊村紧扣高质量发展主题，结合地域特点、人文底蕴、资源禀赋，以乡村休闲农业为突破口，全力打造集商贸物流，生态旅游、休闲健身、特色餐饮为一体的现代化服务业集聚区，示范性的走出了一条以休闲农业发展旅游，以旅游激活产业融合的发展之路。



## 挑战与问题

宁夏吴忠市利通区上桥镇牛家坊村全村有 8 个村民小组，1,130 户，共计 4,136 人，回族人口占 99%，耕地面积 1,580 亩，其中休闲农业占比达 70%。村民参与牛家坊民俗文化村现代服务业集聚区经营的积极性很高，但在整个产业资源撬动上存在能力不足、挖掘市场潜力不深、乡村旅游产值发展空间较窄、现有业态种类不够丰富、产业链纵长不够、旺季时间过短、无新业态培育等问题。

## 措施

**1. 绘制“规划图”，促多元业态发展。**牛家坊村确定“农业 + 休闲观光 + 休闲体验”的发展思路，打造儿童娱乐区、商业旅游区、农业观光及产业发展区和景观公园游览区四大板块。建设休闲采摘体验农庄、牛家坊好吃街等，丰富乡村特色餐饮和采摘体验；打造占地 5,000 平方米包括 12 座高标准景观联动大棚的植慧谷；发展热带观光农业，激活牛家坊民俗文化村“观光经济”和“冬季旅游”；打造牛家坊农耕博物馆、牛家坊大队，推广农副产品和民俗体验，不断丰富牛家坊乡村旅游业态。

**2. 打造“百宝箱”，展民俗文化特色。**牛家坊村十分重视文化的传承和保护工作，投资 500 多万元建成 1,600 平米的牛家坊农耕民俗文化博物馆，陈列竹编筛子、两轮推车、手拉风箱、鼓风机等文物 10,000 余件，增强游客体验感与真实感。牛家坊村建设牛家坊大队农事体验区，还原农家小院、公社食堂、调料坊、电影院等历史建筑，集中展示特色的民俗文化；培育青峡绣女、牛家坊八宝茶、金积大缸醋等非遗文化项目，带动乡村文化的传承和文创产品展示展销。

**3. 聚焦“融合点”，呈产业转型活力。**牛家坊村始终秉持“融合发展、集聚升级”的发展思路，把农旅融合、文旅融合作为牛家坊民俗文化村产业转型升级的有效途径。通过鼓励农民开办家庭农庄、采摘篱园、农家乐、特色种植，发展休闲观光







农业；举办美食节、桃花节、荷花节、农民丰收节、电音啤酒节、冰雪节等特色品牌活动，以文化人、以文培元。设置采摘游、赏花游、农耕体验游、亲子游、健身游等精品线路 12 条，2021 年牛家坊民俗文化村接待游客达 120 万人次。

**4. 瞄准“钱袋子”，助农民抱团增收。**牛家坊村在撬动旅游产业资源融合和旅游产业链延伸的同时，采取“党支部+集体经济+企业+农户”的经营模式，成立牛家坊村集体经济股份合作社、宁夏吴忠市聚发生态旅游发展有限公司，带动群众积极发展以餐饮服务、特色养殖、有机种植、果蔬采摘为主的生态观光特色产业，让农户就地就业、增收致富。2021 年牛家坊好吃街营业额突破 3,000 万元，群众尝到了村集体发展的甜头。

## 成效

牛家坊村在乡村振兴的大背景下，通过特色产业的实施带动，成为一二三产业融合发展的“现代都市旅游圈”。近年来，牛家坊村以绿色发展、生态旅游引领培育乡村发展新动能，牛家坊民俗文化村成功申报国家 3A 级旅游景区。城南生态文化公园 25 万平方米绿化、河道荷花种植成为利通区夏日网红打卡圣地；水田林湖草的系统治理，村庄的绿化、亮化、净化、美化，有效实现了美丽乡村建设从“一处美”向“处处美”转型，牛家坊村也荣获全国生态文化村荣誉称号。

牛家坊村至今已培育 500 多个低门槛投资的

旅游产业、休闲产业，为民间“微创客”搭建展示平台，设置就业摊位 500 余个，新增本地村民就业 500 余人，间接带动市区人员就业达 1000 人以上，让“地摊经济”“夜间经济”成为一种新时尚、新经济。村集体固定资产达到 3000 万元，2021 年村集体经济收入达 142 万元，拉动辖区农民、企业、合作社增收 20% 以上，农民人均收入突破 2 万元。

## 经验与启示

**1. 有效发动群众参与。**创新探索“3+”参与经营模式，即“村集体+农户”“企业+农户”“农户+农户”模式，建立多种利益联结关系，利用村集体凝聚作用、企业致富带头作用、老百姓互商自治作用，引导本村村民参与经营，提高村民在建设牛家坊民俗文化村现代服务业集聚区的参与程度。

**2. 有力撬动多方投资。**针对即将新建的产业资源和项目，通过政府引导、社会投资、群众积极参与等多种形式筹集足够的项目建设资金，规范资金使用管理、明确资金使用方向、着力提高资金的使用效益，增大容纳量和吸引力。优化政策措施，大力招引行业顶尖旅游运营和策划团队投资、合作，积极引进景区管理、民宿经营等方面的专业团队和知名企业，通过市场力量提升旅游业发展层次和整体水平。

**3. 有效促进资源融合。**牛家坊村坚持将乡村



产业的“小循环”变为农旅、文旅产业的“大融合”，将各类项目整合在牛家坊民俗文化村服务业集聚区的大平台上“精准发力”，以集聚区、集聚带的发展共促产业落地、生态保护、乡风推进、治理创新、经济发展，实现资源互补、整体联动、和谐共享的成果。

## 下一步计划

一是夯实旅游基本功能。首先打造特色餐饮。制定集聚区特色餐饮菜单，鼓励各餐馆、民宿结合区域餐饮文化，大力开发粉汤、手抓羊肉、馓子等具有地方特色的菜肴。其次规范住宿服务。加大对现有各民宿的检查力度，扶持农户按照“一户一品”改造家庭式民宿经营，鼓励社会资本打造不同主题的特色民宿，提高景区住宿接待档次。二是创建智慧旅游景区。打造智慧旅游服务平台，基于游客需求，开发利通旅游APP，链接内容多元化，通过APP、微信小程序、微信公众号，实施“美景+人情”模式，营造“微场景”，让游客能够在游前、游中、游后，仅通过一部手机完成吃、

住、行、游、购、娱等全方位智能服务，一站式解决游客的需求和疑问。力争2024年底将牛家坊民俗文化村现代服务业集聚区建设成为自治区级智慧景区。三是开发文创旅游商品。在游客集散地、各分区内打造旅游商品放心购物店，完善旅游购物网点布局。运用网创平台，引导促进旅游商品生产本土化、规模化、品牌化发展。



## Niujiafang Village, Litong District, Wuzhong City, Ningxia Hui Autonomous Region:

Creating a service industry cluster area to promote the transformation and upgrading of multiple business forms



## Abstract

The master plan for the service industry cluster area in Niujiafang, Litong District, Wuzhong City of Ningxia Hui Autonomous Region covers an area of 3,000 *mu* and will be implemented in stages in five years. Aimed at high-quality development, Niujiafang considers its geographical conditions, cultural heritage and resource endowments, and starts with the development of rural leisure agriculture to build a cluster area of service industries including trade and commercial logistics, eco-tourism, leisure and fitness, specialty catering. It has set a model in promoting tourism development through leisure agriculture, and the integration of industries with tourism.





## Challenges and Problems

Niujiafang is home to 1,130 households of 4,136 people, divided into eight villager groups, and 99% of the population are Hui people. It has 1,580 *mu* of arable land, 70% of which is occupied for leisure agriculture. Villagers are highly motivated to participate in the operation of the service industry cluster area in Niujiafang Folk Culture Village, but they lack the abilities to effectively leverage resources across the entire industrial chain, fully tap the market potential, or increase the output of rural tourism. The existing tourism businesses lack diversity, the industrial chain is not long enough, and the peak season is too short. As a result, though the income is good in the peak season, the business slacks in the off season, failing to put the resources to maximum use and reducing the total income of rural tourism industry to a certain extent. What's worse, most of the tourism-related businesses are small investments like food stalls, lacking in both quantity and diversity. There is no new business forms being cultivated, dampening the enthusiasm of villagers.

## Measures

**1. Make a plan to promote the development of diverse business forms.** Niujiafang has established the development approach that combines agriculture, leisure tourism and leisure experience, and built four functional

areas: the children's entertainment area, commercial tourism area, agritourism and industrial development area and the landscape and park area. U-pick farms and a food street are launched to enrich the catering and vegetable/fruit picking experience. There is a 5,000-square-meter Zhihui Valley with 12 high-standard greenhouses. Tropical sightseeing agriculture is developed to stimulate the sightseeing economy and winter tourism in Niujiafang folk culture village. Niujiafang Farming Museum and Niujiafang production brigade are built to promote agricultural and sideline products and folk customs, and continuously diversity the tourism economy.

**2. Identify and preserve cultural heritage items to highlight the unique folk culture.** Attaching great importance to cultural heritage inheritance and conservation, Niujiafang has invested more than RMB 5 million to build a 1,600-square-meter farming and folk culture museum, which displays more than 10,000 pieces of cultural relics such as bamboo-woven sieves, two-wheeled carts, manual air boxes and blowers, to enhance the tourist experience. The farming experience area of Niujiafang production brigade houses restored historical buildings such as farmhouses, the communal canteen, the spice shop, and the cinema, all symbols of the unique folk culture. With the focus on the protection and inheritance of farming tradition, it has developed intangible cultural heritage projects themed on Qingxia Women Embroidery Artisans, Niujiafang Babao Tea and Jinji Vinegar, boosting the inheritance of rural culture and the exhibition



and sale of cultural and creative products.

**3. Focus on the convergence points and show vitality for industry transformation.** Niujiatang always adheres to the development concept of “integrated development, clustering and upgrade,” and takes the agriculture-tourism and culture-tourism integration as an effective way to transform and upgrade the folk culture village. Farmers are encouraged to operate family farms, U-pick farms and farmstays, grow specialty crops, and develop leisure and sightseeing agriculture. The village has organized the food festival, peach blossom festival, lotus festival, harvest festival, electronica & beer festival, and ice and snow festival, to nurture the people and inner drive for growth through these cultural events. There are 12 boutique tourist routes themed on vegetable/fruit picking, flower appreciation, farming experience, parent-child tours and fitness tours, etc. In 2021, Niujiatang folk culture village received 1.2 million visitors.

**4. Increase farmers’ income through clustering development.** While promoting the integration of tourism resources and extending the tourism industry chain, Niujiatang adopts the business model that brings together Party branches, collective economy, enterprises and farmers. It set up the cooperative of the village collective economy and Jufa Eco-tourism Development Co., Ltd., and engaged the villagers to actively develop eco-tourism industries featuring catering services, animal farming, organic planting and fruit/vegetable picking, so that farmers can find employment and increase their income without leaving their village. In 2021, the operating revenue of the Food Street exceeded RMB 30 million, benefiting the people with a prospering collective economy.

## Results

Niujiatang, against the background of rural revitalization, has formed an urban tourism circle that integrates the primary, secondary and tertiary sectors through specialty industries. In recent years, Niujiatang has been cultivating new growth points through green development and eco-tourism. Now the Niujiatang folk culture village is a state-certified AAA tourist attraction. The eco-park in the south of Niujiatang, with 250,000-square-meter afforestation and lotus cultivation, is an Internet-famous destination in the summer in Litong District. Through systematic governance of waters, fields, forests, lakes and grasslands, and the implementation of the greening, lighting, clean-up and beautifying projects, the village environment is greatly improved on the whole, winning Niujiatang the honorary title of National Eco-Culture Village.

So far, Niujiatang has cultivated over 500 tourism and leisure businesses with a low investment threshold, built a display platform for non-governmental micro-makers, set up over 500 street stalls, and created over 500 new jobs for local villagers, and indirectly more than 1,000 jobs for urban workers. The street-stall economy and the night economy have become a new fashion. The village collective’s fixed assets have totaled RMB 30 million. The village collective registered income of RMB 1.42 million in 2021, and increased the income of local farmers, enterprises and cooperatives by more than 20%, and the per capita income of farmers exceeded RMB 20,000.



## Experience and Inspirations

**1. Effectively engage the villagers.** The village has explored the “3+” participatory management model, under which the interests are linked between village collective and rural households, enterprises and rural households, and among rural households. The rural collective brings enterprises and villagers together, the enterprises take the lead in wealth creation, and villagers are engaged through consultation and the exercise of autonomy in business operations, and contribute more to the building of the service industry clustering area in Niujiayang Folk Culture Village.

**2. Vigorously attract investment from multiple sources.** For industrial projects to be launched, it raises the funds needed through government guidance, social investment and active participation of the masses, regulates the management of fund use, clarifies how the fund should be used, and strives to improve the efficiency of fund use, and increase the project capacity and appeal. It also refined policies and measures. It vigorously attracts industry-leading tourism operation and planning teams for business investment and cooperation, and actively introduces professional teams and well-known enterprises in scenic spot management and homestay operations, to elevate the overall development level of tourism through market forces.

**3. Effectively promote the integration of resources.** Niujiayang insists on amplifying the interplay of rural industries into the integration of agriculture and tourism and that of culture and tourism, and gathers various projects on the platform of service industry cluster area to produce development synergy. Through the development

of the cluster area and cluster belt, it promotes the implementation of industrial projects, ecological protection, improvement in rural civility, and innovation in governance and economic development. A harmonious, shared development landscape based on complementary resources and overall linkage has taken shape.

## Next Steps

**First,** continue to improve basic tourist services. Niujiayang will develop special menus in the clustering area, and encourage restaurants and homestays to develop dishes with local characteristics, such as *fentang* (bean jelly and mutton balls soup), boiled mutton, and *sanzi* (oil-fried wheaten food), based on local cuisine. Meanwhile, it will tighten regulation over accommodation services. Specifically, it will double down on inspecting existing homestays, support farmers to transform and upgrade their homestay in a differentiated way, encourage social capital to build homestays facilities with different themes, and improve the overall accommodation level.

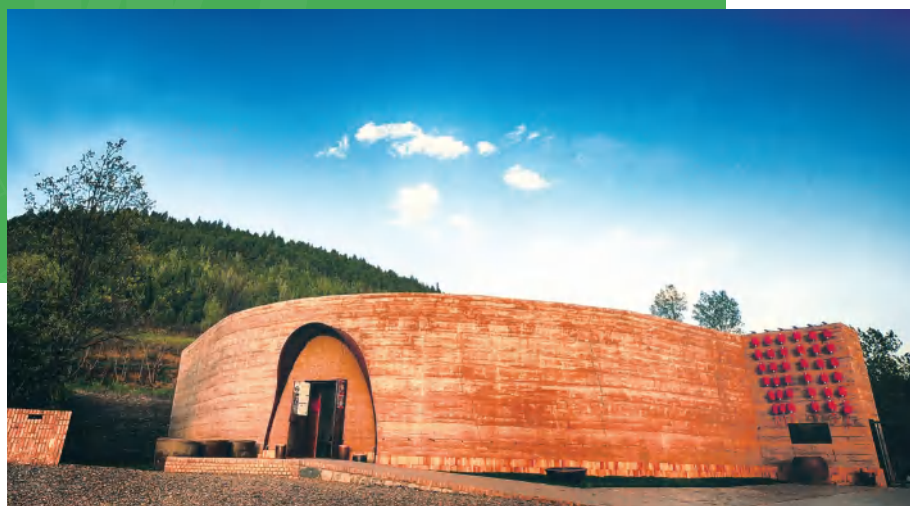
**Second,** build a smart scenic zone. The village will build a smart tourist service platform, and develop a tourism app to respond to the needs of tourists with diverse links. With the app, the mini-program and public account on the WeChat platform, it will create micro-scenarios of beautiful scenery and a wonderful visitor experience, allowing tourists to access services such as food, accommodation, travel, sightseeing, shopping and entertainment on their mobile phone before their arrival, during their stay or after their departure from the village, and address all their needs and inquiries in one stop. The goal is to build the service industry cluster area of Niujiayang Folk Culture Village into a provincial-level smart scenic area by the end of 2024.

**Third,** develop cultural and creative tourism commodities. It will certify trustworthy tourist shops at the tourist distribution center and sub-centers and improve the distribution of shopping outlets. It will guide and promote the localized production, scale-up and branding of tourism commodities via the Internet-based startup platform.





# 河南洛阳市洛宁县罗岭乡： 爱和小镇助力乡村振兴



## 摘要

2015年4月，中国陶瓷艺术大师郭爱和与河南省洛阳市洛宁县签订了爱和小镇建设协议。爱和小镇把旧窑洞、老房子、大陶缸与三彩结合在一起，活态传承文化遗产，以“世外陶源，四季画谷”为诠释核心，积极倡导“艺术扶贫、美育扶贫、教育扶贫、旅游扶贫”，发挥洛阳三彩艺术的影响力，融合地域优势，打造中国乡村艺术公园。爱和小镇将扶贫与艺术、旅游、文化、传统工艺相结合，推动乡村美育，促进村民增收，助力乡村振兴。



## 挑战与问题

爱和小镇项目入驻前，罗岭乡交通闭塞，农作物单一，房屋破旧，靠天收成，是国家级贫困村。项目建设初期条件困难，没有水、没有路、没有电，基础设施硬件设施非常薄弱。同时，当地农民的思想理念十分陈旧，想要这样一个艺术项目融入当地，需要做大量的思想工作，引导村民认识了解艺术，懂得美欣赏美，帮助当地农民成为一个艺术启蒙者，让他们愿意融入并加入到项目建设中，与项目建设良性互动。

## 措施

**1. 打造“当日”艺术展。**罗岭乡人烟稀少，为了吸引游客来到这个美丽的小山村，郭爱和策划了山村里的艺术展“当日”。2015年12月第一届“中国”当日”艺术展就在简陋的窑洞里拉开了序幕。驻村创作、举行展览、现场拍卖，募集的爱心善款全部捐赠给当地山区用于孩子的美育教育，以文化人、以美育人。“当日”艺术展一经举办就引起巨大轰动，人民日报、新华社等中央媒体纷纷关注，这项“24小时公益快闪”的活动，被评为“中国最具关注度艺术大展”。截止2021年12

月，中国“当日”艺术展已连续举办七年，参与人数越来越多，活动规模越来越大，在国内艺术界引起了很大的轰动。

**2. 打造艺术小镇新面貌。**用设计改变乡村，郭爱和带领团队义务设计完成全套洛宁县旅游标识系统，为罗岭乡前河村、韩沟村、卧岭村、皮坡村等义务设计烧制三彩村标10座；并对洛宁县美丽乡村建设规划义务指导。爱和小镇将传统三彩陶艺、非遗项目融入当地地域环境，建设三彩艺陶宝店，三彩釉画烧制技艺扶贫工坊，设计烧制多幅三彩陶艺作品，迸发出独特的艺术特色。

**3. 打造系列节庆活动。**爱和小镇结合四季特色，连续举办油菜花观赏节、向阳花观赏节、三彩中国年、金珠沙梨采摘节等节庆活动，第二十六届



亚洲影艺联盟洛阳大会、世界书艺全北双年展、洛阳（国际）创意产业博览会洛宁分会场、艺术乡村山水洛阳摄影大赛等各类大型活动，不仅催生乡村艺术公园，而且形成了以爱和小镇为龙头，辐射带动周边发展的生动局面。

**4. 积极应对疫情。**项目运营期间，疫情突如其来，造成了很大的影响。在疫情闭园期间，爱和小镇加强自己的软实力，加强自身员工培训，每日一图一视频线上宣传，并在园区内闭园修建一些环艺工程，打造果园、沁心泉等，待疫情开园，增加可观赏点，保证游客对爱和小镇的持续向往。

### 成效

从爱和小镇进驻那天起，罗岭乡村民就得到了踏踏实实的实惠。一是土地流转，爱和小镇承包农户土地 430 亩，当地农户按照统一规划种植指定农作物，经济收益归农户，观赏效应归景区，每亩还补贴 50 元。二是优先安排有劳动能力的脱贫户到园内务工，聘用脱贫群众 23 人次，年收入可达 2 万元以上。三是优先安排脱贫户的大中专毕业学



生到洛阳市区三彩艺术博物馆和工作室就业，学习陶瓷制作技艺。

“当日”艺术展共邀请艺术家为洛宁县师生进行大型讲座、授课 35 次，捐赠作品 613 幅，共筹集爱心善款 154.8 万元，为 86 所中小学挂牌设立“美育教室”，为中小学捐赠 16 个大型户外电子屏，资助 6 所学校校园墙体美化建设，组织洛宁中小师生研学 1,164 人次，捐赠图书 6,500 余册，发放“当日”奖学金 18 万元。

爱和小镇及周边年均游客 10 万余人次，收入 2,000 余万元。附近贫困群众发展的农家乐和周边





贫困户的农副产品核桃、柿子、沙梨、苹果等销售也火爆起来，当地村民得到了可观的经济效益。

## 经验与启示

**1. 智力先行。**“授人以鱼不如授人以渔”，当乡村碰上艺术，碰撞的火花可能是我们想象不到的。乡村振兴最重要的是从思想上让当地政府、群众理解艺术乡村理念，让他们对项目发展有概念、方向，才能更好的促进并融入。

**2. 因地制宜。**合理利用当地资源，因地制宜，走可持续发展之路。不大拆大建，就地取材，同时注重环保理念，保护当地生态资源，促进项目可持续发展，还乡村自然之美、艺术之美。

**3. 国际交流。**爱和小镇自开建以来，吸引了国内外艺术家的目光，众多艺术家多次到爱和小镇进行采风、艺术创作、艺术交流等活动，带动了罗岭乡的知名度和美誉度。

**4. 投入教育。**爱和小镇加强与国内各高校在旅游服务平台搭建、创意人才培养、创新创业等方面进行合作，现已成为景德镇陶瓷大学、西安美术学院、洛阳师范学院等国内多所高校的创新创业基地、旅游学科建设基地、工艺美术教学科研实践基地、大学生就业见习基地等。



始建设洛阳市最具代表性的“当日艺术馆”；二是继续承办各大国际性的艺术展、会展、研学等活动，建设成为一个推广文化与精神文明建设的新高地。同时将在园区建设大师创作营、高端民宿、研学基地等空间，紧跟时代的经济发展步伐，紧密衔接资本市场，艺术市场，打造一个符合乡村振兴之路、符合市场经济的国际化三彩陶艺村；三是持续开展美育教育，坚持举办小手画三彩、中国“当日”艺术展等丰富多彩的艺术美育活动，推进乡村建设与当地儿童美育教育；四是根据当地自然环境继续举办花卉、节庆类活动，带动周边辐射景区人流量。通过一系列的活动，持续带动洛宁县的曝光率和知名度，增加当地农民就业人数及周边辐射景区人流量，进一步推进旅游助力乡村振兴。

## 下一步计划

一是持续加大建设力度，完善硬件设施。2022 年努力实现打造 4A 级旅游景区目标，同期开



## Luoling Township, Luoning County, Luoyang City, Henan Province:

The Aihe Town for rural revitalization



### Abstract

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In April 2015, Chinese ceramic art master Guo Aihe signed an agreement with Luoning County to develop the Aihe Town. The Aihe Town project brings together old caves, old residences, large pottery jars and the *sancai*, tri-colored glaze technique, inherits and gives cultural heritage a new life. Positioned as “a pottery heaven and a four-season painting valley,” it actively advocates poverty alleviation through art, aesthetic education, education and tourism. It gives full play to the influence of Luoyang’s tri-colored glaze art and integrates regional advantages to build a rural art park with Chinese characteristics. Aihe Town combines poverty alleviation with art, tourism, culture and traditional crafts, promotes rural aesthetic education and integrates art and tourism to increase the income of villagers and boost rural revitalization.



## Challenges and Problems

Before the Aihe Town project was launched, Luoling Township was isolated from the outside world, the crops were undiversified, the houses dilapidated and the output was at the whim of Nature. It was a state-level impoverished village. In the early days of the project, the conditions were harsh: there was no tap water, roads or electricity, and the infrastructure was very weak. To make it worse, local farmers were very conservative, and it took a lot of effort to convince them that such an art project was necessary for the village, guide them to learn what art was and appreciate beauty, and enlighten them on art, so that they were willing to participate in the project and achieved benign interaction with the project.

## Measures

**1. The “One Day” Art Exhibition.** To attract visitors to the sparsely populated Luoling Township, Guo Aihe curated the art exhibition titled “One Day” in the beautiful village. The exhibition debuted in December 2015 in a humble cave. The artworks were created at the village, exhibited and auctioned on the spot, and all the proceeds were donated to the aesthetic education of local children. The idea was to nurture people with culture and aesthetics. The exhibition became an instant hit and made headlines on the *People’s Daily* and Xinhua News Agency, among the central media outlets. This 24-hour non-profit flash mob event was rated as the art exhibition with the

most attention in China. As of December 2021, the “One Day” Art Exhibition has held seven consecutive editions, with more and more participants and getting bigger in scale. It has become a great sensation in the Chinese art circles.

**2. Giving the art town a new look.** To change the countryside with designs, Guo Aihe and his team designed, free of charge, a complete set of tourism logo system for Luoning County, and produced 10 tri-colored village emblems for Qianhe, Hangou, Wolong and Pipu villages in the township, and offered guidance on the planning of rural Luoning. Aihe Town integrates the traditional tri-colored glazed pottery art and intangible cultural heritage into local environment, opens a tri-colored glazed pottery shop and a tri-colored glazed pottery painting firing workshop for poverty reduction, designs and fires many tri-colored glazed pottery artworks, creating a unique artistic atmosphere.

**3. Organizing festival celebrations.** In light of the characteristics of the four seasons, Aihe Town organized the rape flower festival, the sunflower festival, the *Sancai*-themed Lunar New Year, the pear picking festival, among other celebrations. It also hosted major events including the 26<sup>th</sup> Congress of Federation of Asian Photographic Art in Luoyang, the World Calligraphy Art Biennale, the 2019 Creative Industry Exposition, and the Luoyang Rural Landscape Photography Competition. It has not only given birth to the rural art park, but also taken the lead in driving local economic growth and the development of surrounding areas.





**4. Actively responding to the epidemic.** The sudden outbreak of Covid-19 has had great impact on the project. During the lockdown, Aihe Town strengthened its soft power. It strengthened training for employees, posted one picture and one video a day online to promote the town, and developed some environmental art projects in the park, built orchards and the Qinxin Spring, etc., so that after the park was reopened to visitors, it could surprise them with new tourist attractions and attract them to come back again.

## Results

Since the day the Aihe Town was launched, it has delivered substantial benefits to the villagers. First, in terms of the transfer of land use right, the Aihe Town project contracted 430 *mu* of land, and asked local farmers to grow designated crops as planned. The income generated goes to the farmers while the view of the crops and fields is part of the scenery. A subsidiary of RMB 50 is provided for each farmer for each *mu* of land contracted. Second, in recruitment the project team gives priority to those who have just emerged from poverty and have working abilities. It has offered 23 jobs to people who have emerged from poverty, with an annual income of more than RMB 20,000. Third, it gives priority to secondary-school and college graduates from poverty-stricken households when selecting candidates to work in the Sancai Art Museum and Studio in downtown Luoyang to learn the skills of ceramic making.

The “One Day” Exhibition has invited artists to give lectures to teachers and students in Luoning County. So far they had given 35 lectures, and donated 613 artworks.

A total of RMB 1.548 million was raised, and used to open the aesthetic education classrooms in 86 primary and middle schools. It also donated 16 large outdoor electronic screens for local primary and middle schools, sponsored the campus wall beautification in six schools, organized study tours for 1,164 students and teachers of primary and middle schools in Luoning, donated more than 6,500 books, and granted the One Day scholarship of RMB 180,000.

Every year, more than 100,000 visitors would come to Aihe Town and its surroundings, generating an income of more than RMB 20 million. Local homestays and the walnuts, persimmons, pears, and apples grown by local poor farmers are very popular among consumers, generating considerable income for the villagers.

## Experience and Inspirations

**1. Education first.** There is an old saying in China: “Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.” When rural areas meet with art, the sparks thus ignited may be beyond our imagination. The most important thing about rural revitalization is to help the government and the masses understand the concept of art village, so that they will understand what the project is and where it is heading, support and contribute more to the project.

**2. Adapt to local conditions.** The Aihe Town project makes proper use of local resources and pursues sustainable development according to local conditions. Instead of demolition and construction of buildings on a large scale, it uses local materials and is environment conscious. It promotes sustainable development, protects



local ecological resources, and add the beauty of art to the beautiful rural landscape of the village.

**3. Promote international exchange.** Since the Aihe Town project started, it has attracted the attention of the artists at home and abroad. Many of them have visited Aihe Town many times to draw inspiration, create artworks and exchange with peers, boosting the popularity and reputation of Luoling Township.

**4. Increase input into education.** Aihe Town strengthens cooperation with domestic colleges and universities in building tourist service platforms, training creators, making innovations and starting businesses. It has become the innovation and entrepreneurship base, tourism discipline development base, arts and crafts teaching, research and field practice base, and internship base of Jingdezhen Ceramic University, Xi'an Academy of Fine Arts, Luoyang Normal University, etc., building up its visibility.

### Next Steps

**First,** Luoning will continue to step up efforts in infrastructure construction and improve hardware facilities. In 2022, it will strive to build an AAAA tourist attraction, and start to build the most representative One Day Art Museum in Luoyang.

**Second,** it will continue to host international art exhibitions and other exhibitions, conventions and study tours and become a new high ground for the promotion

of culture and raising cultural and ethical standards. At the same time, the park will open master's studios, high-end homestays, study tour base, etc., keep pace with the economic development of the times, closely follow the capital market and the art market, and build an international tri-colored glazed pottery art village that aligns with rural revitalization and the market economy.

**Third,** it will continue with aesthetic education. It will hold a variety of artistic and aesthetic activities such as tri-colored painting for children and the "One Day" Art Exhibition, and promote rural development and rural aesthetic education.

**Fourth,** it will continue to host floriculture-themed events and celebrations based on local natural conditions, to attract visitors to the town and surrounding scenic areas. Through such activities, it hopes to build up the visibility and popularity of Luoning County on an ongoing basis, increase the employment of local farmers and the traffic to and income of surrounding scenic areas, and boost rural revitalization through tourism.



# 浙江金华市磐安县： 景村融合发展推动乡村振兴



## 摘要

浙江省金华市磐安县以景区和村社“共生、共融、共建、共享、共荣、共富”的理念，下好“绣花功”、打好“组合拳”，全面推进花溪景区和花溪村、灵江源森林公园景区和灵江源村等“微改造、精提升”，实现了村助景兴、景助村富、景村共富，有力地促进了乡村振兴。



## 挑战与问题

磐安县地处浙江中部，素有“浙江之心”“群山之祖”“诸水之源”的美誉，生态优势明显。但县域内景区仍以原生态山水休闲观光产品为主，现有的旅游产品与周边县市同质化明显，缺乏特色，旅游配套设施薄弱，市场竞争能力偏弱。景区多为民营，家庭作坊式管理明显，持续投资和提升能力弱。村集体在快速发展中缺乏收益共享机制，管理起来非常困难，乡村整体发展缓慢。

## 措施

**1. 规划引领。**磐安县各村坚持高标准制定发展规划，例如灵江源村委托浙江大学对村庄建设及建筑方案进行规划设计；花溪村在制定规划过程中坚持“微”改造理念，最大限度保持村庄的原来肌理，坚持“用地规模不扩展、乡村风貌不走样、房子层高不突破、村庄肌理不改变”的原则，规划历经4轮20余次的修改不断加以完善。

**2. 专业设计。**组织有意向的村民外出考察、参加培训，并以设计费、装修费、床位补贴的形式，鼓励和引导村民参与发展中高端民宿、餐饮、



酒吧、购物等业态，共享山水红利。花溪村通过公开遴选，选择理念较新、积极性较高的6户农户，按照“重特色、重软装、重体验”原则，统一委托专业团队设计6套方案，并全过程进行装修指导，确保设计精准落地。灵江源村邀请专业团队进行设计，每户民宿的内部装修各有特色，每个房间都有不同的主题。

**3. 资金筹措。**多方筹措资金，花溪景区和花溪村整合农业农村、文广旅体、自然资源和规划、街道等各类资金5,200余万元，其中用于村庄提升改造2,200万元，用于景区提升改造3,000万元。灵江源森林公园和灵江源村争取到了磐安农商银行的金融支持，三亩田村22户农户和村集体都申请了贷款，解决了房屋建设资金问题。



**4. 品牌打造。**统一打造“花溪忆舍”“三亩山田”民宿品牌，统一制定招牌，统一制定服务标准，强化品牌意识。加强民宿主人开业前和年度培训，强化安全和服务质量监管，努力使“花溪忆舍”“三亩山田”成为磐安山居的又一张金名片。

**5. 统一运营。**成立花溪忆舍旅游服务公司、三亩山田旅游开发有限公司，对花溪、灵江源村内的民宿实行统一民宿品牌、统一宣传营销、统一服务标准、统一清洗配送“四统一”管理，推

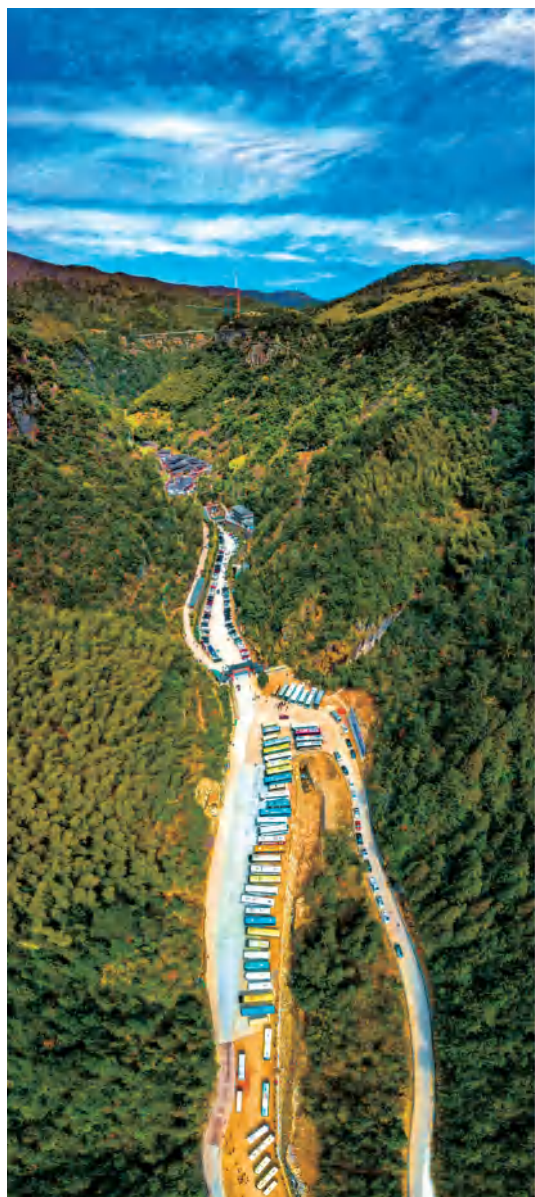
动标准化、规范化、市场化、基地化、品牌化“五化”配套供给，推行让游客吃得养心、住得舒心、行得顺心、游得醉心、买得称心、玩得开心“六心”服务。

## 成效

磐安县花溪景区和花溪村、灵江源森林公园景区和灵江源村等通过“微改造、精提升”，提升了村庄和景区的环境，完善了基础设施，丰富了乡村业态，延长了吃住行游购娱旅游全产业链，真正实现让游客“停下来、留下来、住下来”，让乡村靓起来、村民富起来、生活美起来，助力磐安打造共同富裕的山区样板县。

截至 2021 年底，花溪景区游客接待量创下历史新高，十一期间日均游客突破 1 万余人，门票总收入突破 1,000 万；新面貌的花溪村实现营业收入 2,600 余万元，村集体经济收入达 70 余万元，现有 58 家中高档民宿 599 张床位，户均经营性收入达 40 余万元。

自灵江源森林公园开发以来，景区每年支付村民山林、田地租金 20 余万元，每年村集体经济门票收入分成可达 15 万元，带动农家乐收入 300 多万元；村里还建起了小木屋商铺和游客中心，近两年商铺租金为村集体增收 30.5 万元，游客中心年租金达 15 万元。2021 年，全村农民人均收入达到 10 余万元。





## 经验与启示

**1. 坚持农民主体。**充分发挥农民主体作用，花溪村从规划开始，到确定改造实施方案、宅基地分配办法、立面改造方案、村庄风貌提升事宜等，充分征求群众意见，提交村民代表大会审议后再实施，充分保障群众权利。灵江源村三亩田旧村改造实施方案及补充意见在户主代表会议上顺利通过，户主与村里签订了拆迁协议，并一致通过了“统一规划、统一设计、统一拆除、统一建设、统一安置”的改造办法。

**2. 坚持体现特色。**按照“因地制宜、注重特色、差异发展”的原则，注重保护古民居、古遗存、特色风貌，注重生态，注重人与自然和谐相处，在村庄规划建设中坚持“微”改造理念，最大限度保持村庄的原来肌理，体现特色、注重整体，杜绝落入“千村一面”的俗套，为乡村旅游发展奠定基础。

**3. 坚持换位思考。**改造提升过程中把村庄和景区作为一个共同体，坚持换位思考，兼顾景区和村庄的共同利益。立足游客，完善游客中心、停车场、标识系统、旅游厕所、景观节点等设施，提升游客体验；立足村民，完成村庄道路、污水管网、房屋立面等提升改造；对山水资源、村落文化、特色民俗文化等进行深度挖掘，用现代手法再现和展示，美化提升公共空间，丰富休憩、互动等功能，营造主客共享的美丽乡村。

## 下一步计划

磐安县将继续以国家全域旅游示范区创建为抓手，以旅游业“微改造、精提升”为载体，以旅游业高质量发展促乡村振兴为目标，一是完善花溪、灵江源森林公园等景区基础配套设施，提升服务功能，优化旅游环境，丰富业态体验项目，满足游客多样化需求，切实增强景区吸引力；二是进一步提升景区对村庄的带动作用，扩大辐射范围。做到县、乡镇（街道）、村三级联动、共同发力，完善“吃住行游购娱”旅游全产业链，开发特色旅游产品，推动中高端民宿发展，努力打造浙中地区的旅游标杆和共同富裕的示范点，将发展模式向全县、全市推广，积极探索景村融合发展模式的2.0版本，打造更多促进乡村振兴和共同富裕的生动实践。



## Pan'an County, Jinhua City, Zhejiang Province:

Promoting integrated development of villages and scenic areas for rural revitalization



## Abstract

Pan'an, a county in Jinhua City of Zhejiang Province, upholds the development concept featuring “symbiosis, integration and cooperation between scenic areas and villages for shared development and common prosperity.” Through meticulous efforts and a set of targeted policies, it pushes ahead the “micro-transformation and sophisticated upgrade” project in Huaxi Scenic Area and Huaxi Village, Lingjiangyuan Forest Park Scenic Area and Lingjiangyuan Village, and sees to it that the development of villages and that of scenic areas reinforce each other for common prosperity, thus strongly facilitating rural revitalization.



## Challenges and Problems

Pan'an is located in the middle of Zhejiang, known as the "heart of Zhejiang," "the start of mountains," and "the source of rivers", and boasts a superior ecological environment. But tourist attractions in the county used to be dominated by leisure travel and sightseeing products featuring the pristine natural landscape. The existing tourism products were highly homogeneous with those in surrounding counties and cities, and short of local characteristics. The tourist service facilities were poor, and the market competitiveness was weak. In addition, the scenic areas were mostly privately run, with a distinct mom-and-pop shop management model, and their ability of continuous investment and upgrade was weak. The village collectives did not have an income distribution mechanism in the course of rapid development, and were hard to manage. The villages were generally slow in development.

## Measures

**1. Plan in advance.** Villages in Pan'an have developed their respective development plan according to high standards. For example, Lingjiangyuan commissioned Zhejiang University to plan the village development and make architectural designs. Huaxi's development plan emphasizes the concept of "micro-transformation," and strives to keep the original texture of the village as much as possible by following the principles of "no expansion of land use, no distortion of the countryside look, no

addition to the height of houses and no change in the village texture"; the plan was finalized after over 20 revisions in four rounds.

**2. Professional designs.** Pan'an organized interested villagers to go out for field survey and training. It offers design fees, decoration fees and bed subsidies to encourage and guide villagers to operate medium and high-end homestays, eateries, bars, and shops, etc., to share the dividends of its superior natural landscape. Through public selection, Huaxi Village selected six villagers who are more open-minded and enthusiastic as homestay operators. It then hired a professional design team to come up with six design proposals which "emphasizes differentiation, interior decoration and the visitor experience," and guide the whole decoration process to ensure that the proposals were delivered with precision. Lingjiangyuan Village also invited a professional design team to design interior decoration for its homestays and make sure the interior decoration varies from homestay to homestay, and from room to room.

**3. Fund-raising.** Huaxi Scenic Area and Huaxi Village raised more than RMB 52 million from multiple sources, including local agriculture and rural affairs bureau, culture, radio, tourism and sports bureau, natural resources and planning bureau and sub-district governments, etc., among which RMB 22 million was used to upgrade the village environment, and the rest RMB 30 million to upgrade the scenic area. Lingjiangyuan Forest Park and Lingjiangyuan Village secured financial support from Pan'an Rural Commercial Bank. In Sanmutian Village, 22 rural households and village collectives have applied for



and are granted with loans to solve their housing problem.

**4. Brand building.** Pan'an attaches great importance to brand building. It has built the homestay brands "Huaxi Yishe" and "Shanmu Santian," and designed and developed unified signboards and service standards to enhance patrons' brand awareness. At the same time, it strengthens pre-opening and annual training for homestay operators, as well as regulation over safety and service quality management, and strives to make "Huaxi Yishe" and "Shanmu Santian" two leading homestay brands in Pan'an.

**5. Specialized operation.** Huaxi Yishe Tourism Service Company and Sanmu Shantian Tourism Development Co., Ltd. are founded to centralize branding and marketing efforts, develop uniform service standards, and centralize cleaning and distribution services for all homestays in Huaxi and Lingjiangyuan villages. They also promote standardized, regulated, market-oriented, centralized procurement from branded suppliers, and provide assuring tourist services covering catering, accommodation, transportation, travel, shopping and entertainment.

## Results

Through micro-transformation and sophisticated upgrade, Huaxi Scenic Area and Huaxi Village, Lingjiangyuan Forest Park Scenic Area and Lingjiangyuan Village have improved their environment and infrastructure, diversified rural economy, extended the whole tourism industry chain of catering, accommodation, transport, travel, shopping, and entertainment, so as to truly attract tourists to stop by, to stay and even to live here. They

have made the countryside beautiful, the villagers rich and the countryside life more wonderful, and helped build Pan'an into a model mountainous county in the pursuit of common prosperity.

By the end of 2021, Huaxi Scenic Area had hit a record high in terms of the number of tourists received. During the National Day holiday, it received more than 10,000 tourists per day, and the total ticket revenue exceeded RMB 10 million. The renovated Huaxi Village realized an operating income of over RMB 26 million, and the village collective more than RMB 700,000. It has 58 high-grade homestays with 599 beds, and the average operating income has exceeded RMB 400,000 each.

Since the opening of Lingjiangyuan Forest Park, the scenic area has paid more than RMB 200,000 a year to the villagers for renting the mountain forests and fields, and RMB 150,000 as dividends from the ticket revenue to the village collective, and generated the agritainment income of more than RMB 3 million. Lingjiangyuan Village has opened cabin shops and a tourist service center. The shop rent has added another RMB 305,000 to the income of the village collective in the past two years, and the annual rent of the tourist service center amounts to RMB 150,000. In 2021, the per capita income of in the village exceeded RMB 100,000.

## Experience and Inspirations

**1. Let the farmers play the principal role.** It's important to give full play to the role of farmers as the main participants. From plan preparation to the finalization of the implementation plan for the transformation, the allocation method for rural residential land, the facade transformation plan and the village look improvement plan, as well as other matters concerning the renovation, Huaxi Village always solicited the opinions of the villagers, revised the plans accordingly, and submitted the revised plans to the villagers' congress for deliberation before implementation. In this way, the villagers' rights were fully protected. The implementation plan and supplementary opinions for the transformation of Sanmutian in Lingjiangyuan Village were adopted at the meeting of heads of household representatives, who



signed a demolition agreement with the village, and unanimously agreed to the transformation principles of “unified planning, designs, and standards for demolition, construction and resettlement.”

**2. Highlight differentiated characteristics.** In accordance with the principle of “adapting to local conditions, highlighting characteristics and promoting differentiated development,” Pan’an works to protect and preserve ancient dwellings, relics and features, protect the ecological environment and ensure harmonious coexistence of man and nature. In village planning and development, it adheres to the concept of “micro-transformation,” maintains the original texture of villages to the maximum extent, and follows the principles of “no expansion of land use, no distortion of the countryside look, no addition to the height of houses and no change in the village texture.” It highlights local characteristics, values the overall look, and avoids the one-size-fits-all approach to village development, thus laying a foundation for rural tourism development.

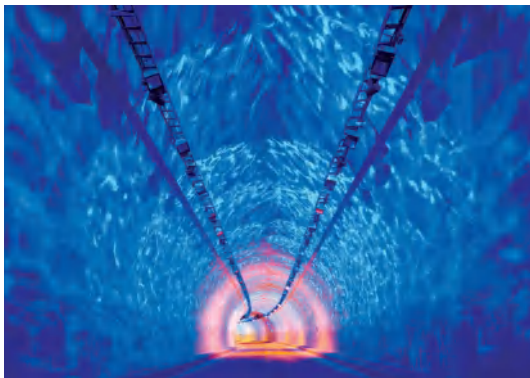
**3. Accommodate the interests of different stakeholders.** In the process of transformation and upgrading, Pan’an considers villages and scenic areas as a whole, and works to protect their common interests. For tourists, it has improved the tourist service center, parking lot, signage system, tourist toilets, landscape nodes and other facilities to enhance the tourist experience; for villagers, it has upgraded and transformed roads, sewerage pipelines and house facades. It has deeply explored the natural landscape, village culture and characteristic folk customs, represented them with the help of modern technology, beautified and upgraded public spaces with



more functions such as recreation and interaction, to create a beautiful countryside for both residents and visitors.

### Next Steps

Pan’an will continue to build itself into a national demonstration zone for all-area-advancing tourism by means of “micro-transformation and sophisticated improvement” of the tourism industry. To promote rural revitalization through high-quality development of the tourism industry, it will first of all improve the basic supporting facilities of Huaxi Scenic Area and Lingjiangyuan Forest Park, enhance the service functions and the tourist environment, and enrich the business forms and experiential travel projects to meet the diverse needs of tourists. It will promote the upgrading of scenic areas and effectively enhance their appeal to tourists. Second, it will enlarge the role of scenic areas in driving the development of their host village and nearby areas. The county government will work with townships (sub-districts) and villages to improve the whole tourism industry chain covering catering, accommodation, transport, travel, shopping and entertainment services, develop specialty tourism products, and promote the development of medium and high-end homestays. It will strive to build model tourism villages and a demonstration site for common prosperity in central Zhejiang, promote the development model to the rest of the county and city, actively explore the 2.0 version of the scenic area-village integrated development model, and launch more good practices to promote rural revitalization and common prosperity.



# 江苏苏州市吴中区旺山村： 农文旅融合助推乡村振兴



## 摘要

江苏省苏州市吴中区越溪街道旺山村坚持走绿色发展、融合发展之路，深入践行两山理论，开发具有江南特色的乡村休闲观光旅游产业，着力实现人与自然和谐共处、经济社会与生态环境协调发展，让旺山村成为全省乡村振兴的靓丽名片。旺山村结合文化脉络及场地特征，打造文旅风情小镇，依托休闲区域、旅游综合体等空间形态，结合家庭亲子、情侣度假、疗养休养等个性化需求，开发多种旅游产品线路，使乡村旅游综合体凸显经济张力。旺山村通过文旅产业的多元化发展，村民创业创新和产业优化同频共振，集体经济增长和村民人均收入同步提升。



## 挑战与问题

旺山村南靠太湖北靠山，总面积 7 平方公里，山林面积 5,400 亩，森林覆盖率达 70%。全村有农户 568 户，常住人口 2,550 人。上世纪七八十年代旺山村因为交通闭塞，是个老大难的贫困村。为了解决温饱问题，旺山人不得不卖苦力挖山采石，不仅苦脏累，而且严重破坏山体，这种以损害环境为代价的“靠山吃山”难以为继。近些年来，旺山村护山育林、筑路修桥，积极推进转型发展，走上一条文旅融合创业兴村富民之路。旺山村的发展虽然取得了一定成效，但是自然生态资源特色没有得到充分挖掘，文旅产业比重有待提高，产品业态还需进一步提升，需要打造更多具有核心竞争力的优势文旅产品。

## 措施

**1. 统筹发展布局。**旺山村依托自然风光和区位优势，规划结合吴文化的人文环境，保留乡土气息和农耕文化韵味，形成六大板块，即钱家坞农家乐餐饮住宿区、耕岛农事参与体验区、上山塘农业观光游览区、礐礐岭农业观光游览区、乾元寺（宝华寺）禅修文化区和环秀晓筑温泉养生区。

**2. 改善村容村貌。**旺山村先后投入 5 亿元，改水排污，疏浚河道、重建桥梁，铺设污水管网，实现区域零排放，建立日处理 200 吨能力的污水处理系统；大规模实施封山育林、山体覆绿和宕口整治，再现青山绿水的自然风貌；新建生态道

路 20 公里，并将电力、通讯、电视、网络等线路全部入地。在对钱家坞农家乐民房的改造中，坚持“保留民房主体、适度拆除旧房、保持乡村风貌”的原则，实行现场设计、逐幢改造，使其呈现出疏密得当、错落有致的景观效果，将钱家坞集聚区打造成为典型吴地村落的区域。

**3. 突显文化内涵。**旺山村旅游着眼“旺文化”内涵，以战国侯“大旺”为IP，进一步挖掘景区文化特色，形成钱家坞舌尖文化、王森指尖文化、礐礐岭禅茶文化、乾元寺佛教文化、环秀晓筑休闲文化、九龙潭传说文化、水保园以及旺山党建馆研学文化等八大文化主题。同时恢复和保护名胜古迹，修缮“憨憨井”休憩亭、观音池、乾元寺庙前广场等佛教文化景观，进一步打造苏南禅修文化品牌。

**4. 打造特色农业。**通过农文旅深度融合，提高农产品附加值，做好特色农产品的开发。重点发展经济型茶园、果园、花卉园、蔬果园、养殖园；立足丰富的茶叶资源，开辟千亩茶园，种植具有旺山特色的钱家坞碧螺春茶；引进台湾红茶制作技艺、机器设备，以“旺山红”为品牌，推动集赏茶、采茶、炒茶、品茶、售茶于一体的茶文化产业链的形成。





## 成效

自启动乡村旅游建设以来，旺山村实现免费WIFI网络全覆盖，智慧电子导游服务、移动设备服务全部到位；建设连接主城区的交通干道，开通城际公交车。建成4公里生态道路和绿色健康步道，打造富有苏南特色的旺山游客服务中心，给游客提供咨询、购物、休闲、救助、投诉及慢行系统交通工具等服务。

旺山村各类餐饮、民宿和休闲服务行业提供了700多个就业岗位，解决了500名村民的就业问题。坚持按照“民投资、民管理、民受益”的原则，村民全部参股、入股分红。2021年，旺山旅游接待人数达98.6万人次，同比增长7.5%；一日游以上游客人数达20万人次，同比增长8%；旺山农文旅产值占全区农文旅总产值4.05%，同比增长10%，实现旅游总收入2亿元。2021年村集体收入3,800万元，村民人均收入5.2万元。

## 经验与启示

**1. “旅游+文化”：文化是旅游的灵魂。**旺山村充分挖掘千年历史文化积淀，延续历史文化根脉，传承历史文化精髓，引领文化创意产业创新发展，为传统产业注入新活力，提升乡村旅游价值，把文化基因植入旺山产业发展全过程，通过创意发挥，做好文化的固化、物化、活化和品牌化。

**2. “旅游+生态”：生态是农村的本底。**村庄的建设，必须依托现状生态资源，融合创新、协调、绿色、开放、共享的新发展理念，按照生态优



先的原则和可持续发展的要求，在保持现状原汁原味风貌基础上进行生态涵养，集约利用水系、土地、绿地，打造宜居宜游的特色乡村旅游。

**3. “旅游+业态”：业态是发展的动力。**以旅游产业为主导，找准特色、凸显特色、放大特色，充分利用“互联网+”等新型手段，大力推进“旅游+”发展模式，积极探索农家乐、民宿等理念创新，优化“一村一品”模式，做好农产品开发，引导特色资源的活化与转化，使业态聚集形成产业聚集，带动区域产业复合化发展。

## 下一步计划

一是以乡村振兴战略为引领，继续按照《旺山文旅风情小镇创建实施方案》制定重点工作任务进度表，加快推进乡村旅游重点项目建设，不断开发新的消费热点。二是强化整体宣传推介。通过线上线下等多种方式扩大宣传，不断推出新主题、新活动、新业态，增强旺山乡村旅游知名度以及产业竞争力，进一步拓展旅游助力乡村振兴的辐射效应。三是加强人才队伍建设。一方面结合旺山实际，坚持人才引进与本土人才培养相结合，充分发挥引进高层次人才的作用，培育文旅领军创新人才。另一方面对标全国乡村旅游重点村建设标准，严格实施长效管理机制建设，强抓辖区内经营企业负责人、服务员、后勤保障等人员管理，同时加强导游、司机队伍建设，出台系列优惠、扶持及奖励政策，不断提高服务能力和水平。

# Wangshan Village, Wuzhong District, Suzhou City, Jiangsu Province:

Integrating agriculture, culture and tourism to boost rural revitalization



## Abstract

Wangshan, a village in Yuexi Sub-district of Suzhou, Jiangsu Province, follows the path of green development and integrated development, puts the theory that lucid waters and lush mountains are invaluable assets into practice, and is developing the rural leisure and tourism industry with the characteristics of Jiangnan, a fertile region in the south of the lower reaches of the Yangtze River. It strives to realize harmonious coexistence between man and nature, and coordinate socioeconomic development and ecological progress, and set an example in rural revitalization for the rest of Jiangsu. Based on its cultural heritage and geographical conditions, Wangshan is building a tourist resort which consists of a leisure area and a tourism complex, and meets differentiated needs for parent-child tours, tours for couples, and wellness tours with a variety of tourist products and routes. The rural tourism complex is showing strong economic vitality. In the diversification of the tourism industry, villagers are encouraged to innovate and start their own business, which reinforces with the optimization of the industrial structure, and has driven up the income of collective economy and the per capita income of villagers at the same time.

## Challenges and Problems

Wangshan faces the Taihu Lake in the south and a mountain in the north, has a total area of 7 square kilometers and a mountain forest area of 5,400 *mu*, with a forest coverage rate of 70%. There are 568 rural households and a permanent population of 2,550. Isolated from the outside world, it was severely impoverished until the 1970s-80s. To make ends meet, the villagers worked as coolies in mines. The job was hard, dangerous and exhausting, and caused serious damage to the mountain and the environment, and thus unsustainable. In recent years, Wangshan has protected mountains and forests, built roads and bridges, actively pushed forward transformation and development, and embarked on the path of economic prosperity through entrepreneurship and culture-tourism integration. Although the village has made some progress, it still needs to fully tap the characteristics of its ecological resources, increase the proportion of tourism industry in its GDP, upgrade the business forms and develop more advantageous and competitive cultural and tourism products.

## Measures

**1. Coordinate overall development.** Taking into account of its natural scenery and geographic location, Wangshan establishes its positioning and plans functional zoning. It preserves the heritage of Wuyue culture and local flavor and farming tradition, and develops six functional zones: Qianjiawu Farm-stay Catering & Accommodation Zone, Geng Island Farming Experience Zone, Shangshantang Agritourism Zone, Aidai Ridge Agritourism Zone, Qianyuan Temple (Baohua Temple) Zen Buddhist Culture Zone and Huanxiu Resort & SPA Hotel Zone.

**2. Improve the village appearance.** Wangshan has invested RMB 500 million improving water supply pipelines, dredging rivers, repairing bridges and laying sewage pipelines to achieve zero emissions. A sewage treatment system with a daily capacity of 200 tons is in place. It restricts access to a large part of mountain areas to facilitate afforestation, greens mountains and improves the pit environment, and has restored the original natural landscape. It has added 20 kilometers of ecological roads,







and laid all power and communications lines, TV and network cables all underground. In the renovation of residential houses in Qianjiawu to accommodate tourists, it kept the main body of the original house, demolished the old houses only when necessary and preserved the rural style. The renovation was designed on the spot and carried out one by one, to create a well-controlled architectural landscape and make Qianjiawu clustering area the epitome of the Jiangnan countryside.

**3. Build a cultural brand.** Wangshan digs deep into its cultural heritage, especially its history traced back to the Warring States Period, and establishes the “Dawang” cultural brand. In the scenic area, it highlights different cultural characteristics of different scenic spots: the food culture at Qianjiawu, the bakery, coffee and western cuisine culture as represented by Mr. Wang Sen, the Zen and tea culture at Aidai Ridge, the Buddhist culture of Qianyuan Temple, the leisure tourism at Huanxiu Resort & SPA Hotel, the legend of Jiulong Pond, the Soil and Water Conservation Park and the Party Building Hall as a study tour base. At the same time, it restores and protects historical sites. The “Hanhan Well” pavilion, Guanyin Pool, Qianyuan Temple square and other Buddhist-themed cultural sites are repaired and renovated, to build up the Zen meditation brand in southern Jiangsu.

**4. Develop specialty agriculture.** Through the deep integration of agriculture, culture and tourism, Wangshan works to increase the added value of agricultural products, and develop specialty agricultural products. Emphasis is placed on the development of tea gardens, orchards, flower gardens, fruit and vegetable gardens and breeding gardens. Based on the expansive tea plantations, it grows

the Qianjiawu Biluochun tea with local characteristics in over 1,000 *mu* of area. It has introduced black tea production technology and equipment from Taiwan, and built the “Wangshan Red” brand, to promote the formation of a tea industrial chain integrating tea appreciation, tea leave picking, stir-frying, tea tasting and sale.

## Results

Since it started to develop rural tourism, Wangshan has realized full coverage of free Wi-Fi network, intelligent electronic tour guide services and mobile equipment services are in place; a trunk road connecting the downtown area has been built and inter-city buses are running. A 4 km ecological road and a green footpath are built, and a tourist service center with characteristics of southern Jiangsu is opened to provide tourists with services such as information, shopping, leisure, assistance, complaint and slow-moving transportation.

Wangshan has created more than 700 jobs in various catering, homestay and leisure services, solving the employment problem for 500 villagers. Its tourism businesses are invested in, run by villagers who receive dividends in return. In 2021, Wangshan received 986,000 visitors, a year-on-year increase of 7.5%, including 200,000 overnight tourists, up 8%; and the output value of its agricultural, cultural and tourism industries accounted for 4.05% of the district’s total, up 10%, and its tourism revenue registered RMB 200 million. In 2021, the collective income of the village was RMB 38 million, and the per capita income of the villagers RMB 52,000.



## Experience and Inspirations

**1. “Tourism + culture”: Culture is the soul of tourism.** Wangshan fully taps and inherits its thousand-year historical and cultural heritage, leads the innovative development of cultural and creative industries, injects vitality into traditional industries, and enhances the value of rural tourism. It incorporates the cultural elements throughout the development process of local industries, and adopts creative ideas to turn the intangible cultural heritage into solid, tangible products, give it a new life and build up relevant brands.

**2. “Tourism + ecological conservation”: A good ecological environment is the basis for rural development.** The development of villages must be based on their existing ecological resources while pursuing innovative, coordinated, green, inclusive and shared development. By prioritizing ecological conservation and promoting sustainable development, they shall promote ecological conservation on the basis of preserving the original style and features, and intensively use water systems, land, green land, to create a livable and tourist-friendly rural destination with own characteristics.

**3. “Tourism + business”: Business is the driving force for development.** With tourism as its leading industry, Wangshan accurately identifies, highlights and amplifies its characteristics, makes full use of new means such as “Internet+,” and vigorously promotes the “tourism +” development model. Specifically, it actively introduces innovations into farmstays and homestays, refines the “one village, one product” model, develops agricultural products and niche markets for tea derivatives and so on, and guides flexible utilization and commercialization



of specialty resources. As businesses cluster and grow, the integrated development of industries in the region is boosted.

## Next Steps

**First,** guided by the rural revitalization strategy, the village will schedule key tasks in accordance with the *Implementation Plan for the Developing of Wangshan Resort Town*, move faster to develop key rural tourism projects, and continuously build new consumption growth points.

**Second,** it will reinforce marketing the village as a tourist destination. It will expand the marketing coverage through online and offline channels, organize events and launch new business under new themes on an ongoing basis to raise public awareness of the village, sharpen its industrial competitiveness, and give tourism a bigger role in driving rural revitalization.

**Third,** it will strengthen team building. In light of local reality, Wangshan will recruit workers from outside while training local villagers, allow high-level specialists recruited from outside to maximize their potential, and cultivate industry leaders and innovators in the cultural and tourism industry. Benchmarked against national standards for key tourism villages, it will strictly build a long-term management mechanism, strengthen the management of the operators, service personnel, logistics support personnel of local enterprises, and improve the competence of tour guides and drivers. A series of preferential, supporting and incentive policies will be introduced to continuously improve the service capacity and level.



# 上海金山区朱泾镇待泾村： 芳香经济助力乡村振兴



## 摘要

上海金山区朱泾镇待泾村围绕乡村振兴战略，大力推动乡村旅游，积极引进社会资本，主动探索创新之路。2017年2月，600亩花开海上生态园正式开园，凭借超高“颜值”一炮而红，至今已累计接待游客约130万人次。2020年10月，待泾村围绕113亩点状供地，率先探索农村集体经营性建设用地使用权作价入股新模式，上海南郊花海·芳香小镇建设启幕，激活3,800亩土地资源，产业特色鲜明突出，村容村貌日新月异，农民家庭人均年收入由17年的2.3万元增长到3万余元，村民生活福祉不断提升。



## 挑战与问题

待泾村面积 6.25 平方公里，一直贴着“穷村”的标签，存在许多问题。一是产业单一，经济薄弱。整个村子以农业为主，是几乎没有产业的“纯农村”，村民家里就靠种田为生，经济收入有限，困难的时候一天三顿只能喝粥。二是发展质量低。上世纪 80 年代，家家户户为了过上好日子，都开始养猪养鸭，收入慢慢提高，但是不规范养殖也导致全村环境遭了殃。河道里都是垃圾，一到夏天臭气熏天，蚊子、苍蝇严重影响村民生活。三是土地利用效率低。2001 年以前村内部分区域低洼，防汛期间经常淹没，庄稼收成不好，严重影响村民收入。

## 措施

**1. 推进村庄改造，改善村容村貌。**精心编制《上海市金山区朱泾镇待泾村村庄规划（2018-2035）》。拆除 100 余个养殖大棚，面积超过 4.5 万平方米；对人居环境实现全覆盖整治，共计 1,200 余户；整治全村 14 条村级河道共计 14.2 公里；开展截污纳管项目、二次自来水改造、“四好



农村路”建设等重点项目，极大改善农村人居环境，提升村民健康生活品质。

**2. 引进社会资本，抢抓重大机遇。**引进杭州蓝天园林生态科技股份有限公司，通过对 600 亩低洼地进行整体开发，将低洼地打造成以赏花为特色的“花开海上”生态园，逐步成为市民观光、文体娱乐、徒步健身等各类活动的网红“打卡点”。2020 年与衡山集团签订精品民宿项目，将村民闲置农宅打造成为特色民宿。目前第一批规划 20 户，试点 6 户，已有 4 户率先试运行，试运营阶段保持了较高的入住率与满意度。

**3. 探索作价入股，打造芳香小镇。**以“花开海上”生态园项目为基础，持续推进“上海南郊·花海芳香小镇”建设，实现收益共享。待泾村以集体





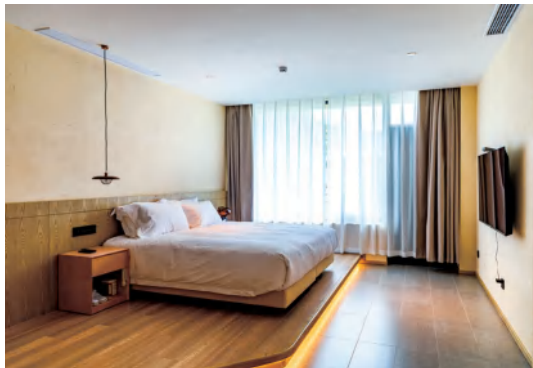
建设用地作价入股的方式与蓝城花开海上共同开发建设芳香小镇 2 期共 3,800 亩，其中 113 亩转性为经营性集体建设用地，用于小镇中心、精品酒店、度假民宿群等开发建设，将花海旅游与文化教育、花艺民宿、健康养生等产业相结合。

**4. 借助大数据赋能，筑起抗疫防线。**依托数字化平台，待泾村包括花开海上景区重点区域申请“场所码”，落实“一戴三查”等管控措施，要求所有进出人员扫“场所码”并仔细核实登记，在售票大厅设置“数字哨兵”，没有手机的老年人可使

用身份证进行登记，方便信息管理。花开海上先行试点开放后，借助“文旅一码游”小程序用于游客实名制在线预约，同时接待游客量不超过景区最大承载量和瞬时流量的30%，为筑牢疫情防控铜墙铁壁提供坚实保障。

## 成效

待泾村产业发展不断壮大，产业布局不断优化，一二三产业持续融合发展。花开海上生态园流转费比同类土地高 5%；生态园每年门票收入的 10% 作为分红收益返还给待泾村经济合作社；生态园招工优先面向待泾村村民，解决当地农民就业 120 人，旺季还可以增加临时工 80 余人。村民一年的收入以保底 + 分红的模式每年收入至少近 200 万元（股金），加上土地流转费及房屋租赁费（租金）、村民在园区打工的工资收入（薪金），自家种植农产品销售收入，再加上养老保障金，每户农户都至少有“1+4”的保障，成了名副其实的“五金”农民。





## 经验与启示

**1. 善于找准自身优势。**待泾村一是土地资源丰富，全村共有农户耕地面积 6,335 亩。二是区位优势便利，亭枫公路（320 国道）横贯村域中部，交通便利。三是土地分布集中，村域范围内的土地呈块状分布，便于整合土地资源，盘活闲置土地。正是在各方面优势的叠加下，花开海上生态园才有建设的基础。

**2. 敢于探索发展新路。**“花海小镇”项目点状供地的 99 宗土地，在办理“农转用”后，区别于常规“农地入股”的转包、出租、互换、转让等模式，没有通过国家征收，而是由待泾村村集体将 40 年使用权直接作价入股。根据协议这 99 宗集体土地入股时限为 40 年，与国有土地同权同价。土地入股后获得的股权收益，按照保底加收益分配模式，持续为壮大镇、村集体经济赋能。这一方面有利于激活沉睡资源、助力产业发展；另一方面通过村集体经济的壮大，让失地农民有了长效的增收渠道，村民可以长期分享土地承载的产业项目带来的多重红利。

**3. 勇于加强村企合作。**村企双方建立市场化合作平台，大力发展苗木花卉、家庭园艺产业和农业观光旅游，并配套建设农业与旅游服务设施。随着蓝城集团接盘生态园，花开海上生态园升级为花海小镇，规模从原来的 600 亩扩大到 3,800 亩。花开海上和待泾村的共识是，企业只有做好对乡村的



反哺才能获得长远发展，乡村要做好环境、服务等配套，双方形成合力，才能真正以乡村旅游带动三产融合发展。木守、明月松间和衡山等民宿企业也不断加盟，在村企合作并充分信任的前提下，乡村旅游产业才能不断发展，乡村振兴亦能不断深入。

## 下一步计划

一是待泾村下阶段将根据市场需求，继续围绕村民闲置宅基地打造民宿集群，扩大民宿规模，依托民宿集群为村庄带来显著的经济和社会效益，成为浦南地区乡村旅游新地标。二是在自身产业不断发展兴旺的同时，以 G320 文旅连廊建设为契机，加强与西部乐高乐园的联动，形成东西呼应、优势互补，大力带动待泾村乡村旅游、民宿产业的发展。三是“花海小镇”将以“优势互补、时间错位”为策略，探索夜间旅游新模式，开挖“花文化+ 夜间旅游”项目，并通过亲子科普营、闺蜜乐享团等主题活动，不断丰富全年不同时段旅游活动和产品，带动景区“芳香经济”新引擎。





# Daijing Village, Zhujing Town, Jinshan District, Shanghai Municipality:

The flower economy promoting rural revitalization



## Abstract

While implementing the strategy of rural revitalization, Daijing, a village in the town of Zhujing, Jinshan District of Shanghai, has vigorously promoted rural tourism, actively introduced social capital, and actively blazed a new path. In February 2017, the 600 *mu* “Blooming Sea” Ecological Park was officially opened, and became an instant hit with its beautiful landscape. So far, it has received about 1.3 million tourists cumulatively. In October 2020, Daijing introduced the new model of investing with the right to the use of 113 *mu* of scattered rural collective land for operational and construction purposes, and started the development of the Fragrant Flower Sea Town project in the southern suburb of Shanghai. The project puts into good use 3,800 *mu* of land, and stimulates distinctive industries. It has completely changed the village look and increased the per capita annual income of farmers from RMB 23,000 in 2017 to more than RMB 30,000. The wellbeing of villagers has been constantly improved, and the per capita disposable income has also been on the rise.



## Challenges and Problems

Daijing covers an area of 6.25 square kilometers, and has long been labeled as poor, faced with many problems. First, the economy was undiversified and weak. The village lived almost entirely on agriculture, with virtually no industrial economy. Locals lived on farming, and the income was meagre. Sometimes they had to tighten their belt and had nothing but porridge for food. Second, the quality of development was low. In the 1980s, in order to make some money, many farmers raised pigs and ducks, which did generate some income, but at the expense of the environment due to pollution. The river was full of garbage, and smelt badly in summer. The swarming mosquitoes and flies became a serious headache for the villagers. The ecological environment was damaged. Third, land use efficiency was low. Before 2001, some of the low-lying areas were often flooded during the flood period, resulting in poor harvest and a big drop in the income of villagers.

## Measures

**1. Improve the village environment and look.** The *Plan for Daijing Village, Zhujing Town, Jinshan District, Shanghai (2018-2035)* was prepared. According to this plan, more than 100 breeding sheds were dismantled,

covering an area of more than 45,000 square meters; the living environment was improved, benefiting more than 1,200 households; and 14 village-level river courses were cleared, stretching for a total of 14.2 kilometers. Major projects such as sewage interception and pipeline laying projects, secondary tap water renovation projects and the construction of “Four Good” rural roads have been carried out, and have greatly improved the living environment and the health of villagers.

**2. Introduce social capital and seize major opportunities.** Hangzhou Bluesky Landscape Ecological Technology Co., Ltd. was introduced to develop 600 *mu* of low-lying land into the “Blooming Sea” Ecological Park, featuring flower appreciation. The park has come to be a popular destination for sightseeing, recreation and sports, hiking and fitness activities. In 2020, Daijing signed a boutique homestay project with Hengshan Group to build the idle dwellings into characteristic homestays. The first batch involves 20 households, including 6 pilot households, four of which have been put into trial operation, and seen a high occupancy rate and satisfaction rate since.

**3. Develop the Fragrant Flower Sea Town by investing with the land use right.** Based on the “Blooming Sea” Ecological Park project, Daijing continues to develop the Fragrant Flower Sea Town in south suburb of Shanghai and share the benefits with all

stakeholders. Daijing jointly develops the second phase of the Fragrant Flower Sea Town of 3,800 *mu* by investing with the use right to collective land for construction with Blue Town Huakai Haishang Company, of which 113 *mu* is converted into collective construction land for operations, and will be used for the construction and development of the town center, boutique hotels, and homestay cluster, etc. It's hoped to combine flower-themed tours with culture, education, floriculture-themed homestays, health preservation and other industries.

**4. Build a line of defense against the epidemic with the help of big data.** Based on the digital platform, the village, including the key area of the “Blooming Sea” scenic zone, has put up the “venue code,” and demands visitors to scan the venue code, have their body temperature, travel code and health code checked, and keep their mask during the visit. In the ticket hall, “Digital Sentry” devices are available to facilitate admission. Elderly visitors who have no mobile phone can use their ID card for manual visitor registration. After the opening of the “Blooming Sea” project for trial operation, visitors can make real-name reservations online via the mini-program, and the daily number of tourists received is capped at 30% of the maximum carrying capacity and instantaneous flow of the scenic zone, thus building a strong defense line against the epidemic.

## Results

The industries in Daijing have been growing, the industrial layout is being improved, and the integrated development of the primary, secondary and tertiary



sectors continues. The “Blooming Sea” Ecological Park pays 5% higher than the market value for land circulation fees, and allocates 10% of its annual ticket income to the village economy co-operatives as dividends. It prefers local villagers in recruitment and has offered 120 local jobs throughout the year, with additional more than 80 temporary jobs during the peak season. The villagers can earn at least nearly RMB 2 million from the guaranteed returns and dividends for their shares, in addition to the land circulation fee and house rental fee (rent), the wage income from working in the park (salary), the sales income of farm produce and the pension. In this way, each rural household has at least five sources of income.

## Experience and Inspirations

**1. Identify own advantages.** First, Daijing is rich in ecological resources, with a total arable land area of 6,335 *mu*. Second, the village is conveniently located, facing Xingta of Fengjing Town across the river, with Tingfeng Road (320 National Highway) running across the middle of the village. Third, the land is mostly concentrated in blocks, making it easier to consolidate and put idle land into good use, thus to remove development bottlenecks and promote industrial development. All these advantages combine to lay the foundation for the “Blooming Sea” project.

**2. Dare to explore new paths for development.** While converting the 99 plots of agricultural land into non-agricultural land for the Fragrant Flower Sea Town project, the village did not adopt the conventional conversion mode, including contracting, lease, swap or



transfer of the land use right, or have them requisitioned by the state; instead, the village collective directly invested in the project with the right to the use of these plots for the upcoming 40 years, with the same rights and at the same price as state-owned land. The equity income thus obtained is distributed in the form of guaranteed returns plus profit distribution, to continue to empower the collective economy of the town and the village. This is conducive to putting dormant resources into good use and boosting industrial development. Meanwhile it can strengthen the village collective economy, provide a sustainable source of income for farmers who have transferred their land use right, and allow them to share the multiple dividends brought by the development of industrial projects built on the land for a long time to come.

**3. Strengthen village-enterprise cooperation.** A market-oriented platform is built for the cooperation between the village and enterprises to vigorously develop the seedling and flower industry, home gardening industry and agricultural sightseeing tours, and build supporting agricultural and tourist service facilities. After taken over by Blue Town Group, the “Blooming Sea” ecological park started to upgrade into the Fragrant Flower Sea Town, and expanded its scale from 600 *mu* to 3,800 *mu*. Both the project team and the village agree that enterprises can achieve long-term development only if they do a good job in nurturing the countryside, and the village should do a good job in supporting the environment and services, so that they can form synergy and truly drive the integration of the primary, secondary and tertiary sectors through tourism development. At the same time,



Muh Shouu, YAKAMOZ, and Hengshan homestay enterprises have also partnered up with the village. Only based on enhanced cooperation and mutual trust between the village and enterprises can the rural tourism industry continue to develop, and rural revitalization continue to deepen.

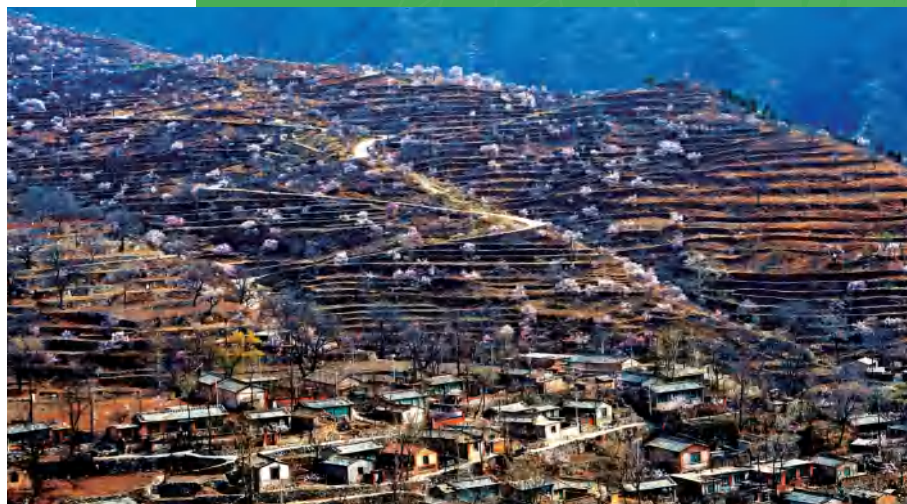
### Next Steps

**First,** Daijing, according to the market demand, will continue to build homestay clusters based on the abandoned residential land and expand the scale of homestays, to bring remarkable economic and social benefits to the village, attract more tourists, maximize the tourism function, and become a new rural tourism landmark in Punan area.

**Second,** while continuing to drive the development of rural industries, it will take the opportunity of building the G320 Cultural and Tourism Corridor to strengthen the linkage with the Legoland in the west, reinforce each other, and vigorously promote the development of rural tourism and homestay industry in the village.

**Third,** the Fragrant Flower Sea Town project will tap into complementary strengths, stagger the visit hours, and develop night tours themed on the flower culture. It will organize parent-child popular science camps and female-only tours, and continuously diversify tourism activities and products at different time periods throughout the year, and develop new drivers for the flower industry in scenic spots.

# 北京房山区蒲洼乡东村： 高端生态休闲旅游助力乡村振兴



## 摘要

北京市房山区蒲洼乡东村在发展过程中，牢固树立长远、持续、绿色的发展理念，保护绿水青山；持续巩固经营性养殖业清退成果，多举措做好群众思想引导；坚决强化污染治理，推进人居环境整治、垃圾分类工作，让天更蓝、水更清、地更绿，推进百姓生产生活环境更加宜居。东村积极探索发展新路径，促进产业转型，依托生态优势，发展民俗生态休闲旅游，整合资源，引进社会资本合作运营，旅游接待能力和经营收入得到大幅度提升。



### 挑战与问题

蒲洼乡东村位于北京市西南山区，平均海拔800—1,200米，总面积11.97平方公里，其中耕地面积127亩。植被覆盖率为94%，林木覆盖率为87.2%。户籍人口426户，770人。该村煤炭资源丰富，原来村民多以采煤为业。按照国家政策，东村2005年彻底退出煤炭产业，转型通过保护利用山区生态资源，积极发展高端生态休闲旅游产业，面临以下问题：一是基础设施需进一步提升，由于起步较晚，村内道路及旅游接待设施与成熟景区相比还存在一定差距；二是客流量淡旺季两极分化；三是旅游人才资源匮乏。东村地处深山区，距市区距离较远，社会资本关注度不高，对旅游、民宿方面的管理、创新型人员吸引力不足。

### 措施

**1. 打造优美宜居环境。**东村陆续实施3万亩生态小流域治理、2,500亩荒山造林等一系列生态建设工程，林木覆盖率逐年提升，空气质量较高，PM2.5年均浓度常年控制在30微克/立方米左右，负氧离子达到5,000个/立方厘米，生态优势明显。推进美丽乡村建设，私搭乱建、乱堆乱放、残墙破壁等问题得到有效治理，旱厕改造全部完成，

以猪、羊为主的经营性养殖业全面清退，建立完善长效管护机制，组建专业保洁队伍，为全村百姓及远道而来的游客打造了舒适宜居的优美环境。

**2. 大力发展民宿旅游。**东村强化完善观光旅游基础设施，依托广阔的森林资源，打造花台景区、山脊观光步道、接待中心、停车场等旅游基础设施，逐步建成了生态养生、观光采摘等7大功能区。为不断推进民宿旅游发展，成立民俗旅游合作社，将村内49户接待户“化零为整”，抱团经营。2016年引进社会资本，实现村企合作，森林乡居度假酒店投入运营，建设养生木屋21栋，独特的地理位置和优美的环境使这里成为北京网红打卡地。尤其近两年来，东村这个“可以看到银河的地方”，新建了星空帐篷房7座，精品民宿6套，接待能力和服务水平明显提升。







**3. 弘扬传承东村文化。**经过十几年的转型发展，东村经济收入稳步提高，具备了反哺其他民生及社会事业的能力，不仅建设了村史馆、羽毛球场、益民书屋、新戏台等文化设施，繁荣民俗经济，更吸引了中青年返村创业，进一步促进了农村民俗旅游产业发展，越来越多的青年人还参与到农村的文化建设，实现了老调梆子非物质文化遗产传承。

**4. 延长乡村旅游产业链。**东村推进“高端旅游+”模式，发挥高海拔、无公害优势，在高山林

下发展种植、采摘业。建设林下食用菌基地 300 亩，种植杏鲍菇、白灵菇等 17 个种类，年产量达 15 万斤，年销售收入 75 万元。未来几年，东村食用菌基地将加快推进提升改造建设，打造食用菌等特色农产品，东村蘑菇宴等特色饮食品牌，将特色农产品变成旅游商品，增加旅游附加值。

## 成效

东村积极探索绿色转型，曾经的采煤村变成了环境优美的民俗旅游专业村，近 500 人从事旅游接待和林下经济种植管理等工作。2021 年全村人均收入达 2.8 万元，预计 2022 年村集体收入从 2000 年的 5 万元增长到 600 万元。产业强了、村民富了，东村又进一步固本强基，传承老调梆子戏曲文化（区级非物质文化遗产），组成了 30 余人的老调梆子剧团、定期演出。老有所养、老有所依切实得到落实，投资建设老年驿站，提供助餐服务，山区百姓的幸福感明显增强。



## 经验与启示

**1. 良好的生态环境是高端生态休闲旅游的基石。**良好的生态环境是推进生态休闲旅游的坚实基础，蒲洼乡青山绿树富氧的良好生态环境越来越受青睐。几年来，随着全面开展美丽乡村建设和生态文明建设体系不断完善，东村下大力气改善人居环境，在公路沿线栽植各类花草，清理沿线私搭乱建，努力美化廊道景观，乡村道路清扫保洁率和施工工地达标率达到 100%。“门前三包”责任全面落实，垃圾渣土乱堆乱放、随意堆物堆料、占道经营等行为得到有效治理。

**2. 村企合作发展模式是高端生态休闲旅游的引擎。**村企合作开发建设的森林乡居度假酒店生态小木屋每周末爆满，游客反响良好，荣登 2017 年中国旅游协会评定的精致生活体验榜，被大众点评网评为华北地区“最佳亲子酒店”。这一村企合作的发展模式，打造精致、精品景区，全面提升



生态景观的品质和档次，增强了东村最美乡村品牌竞争力。

## 下一步计划

一是充分挖掘生态内涵，优化高山生态空间的开发格局，发挥高海拔山区资源特征，形成特色化的高山生态农业发展格局和生态环境建设格局。二是积极盘活闲置民居资源，实施精品民宿改造，成立东村民俗旅游联盟，规范整合提升民俗户，统一打造高端民宿品牌。三是重点打造高山生态休闲文化，突出“天人合一”的传统生态价值观、高山户外运动休闲的时尚生活观以及人与自然和谐相处的科学发展观。以民族民俗文化活动、高山运动文化活动、养生健身文化活动、家庭休闲文化活动、艺术创意文化活动为支撑，形成地域特征明显的高山生态休闲文化。



## Dongcun Village, Puwa Township, Fangshan District, Beijing Municipality:

High-end ecological leisure tourism promoting rural revitalization



### Abstract

In the course of its development, Dongcun has held fast to the pursuit of long-term, sustainable and green development, protected green mountains and lucid waters; continuously consolidated the results of the phase-out of the operational animal farming industry, and taken many measures to change the people's mindset. It has resolutely doubled down on pollution control, improved the living environment and promoted waste sorting to make the sky bluer, the water cleaner and the land greener, and create a more livable environment for the people. Dongcun actively explores new development paths, promotes the transformation of industries, relies on ecological advantages, and develops ecological leisure tours themed on folk customs. It also integrates resources and introduces social capital for joint operation. Its tourist reception capacity has been greatly improved and operating income from tourism increased.





### Challenges and Problems

Dongcun Village is located in the southwest mountain area of Beijing, with an average altitude of 800-1,200 meters, a total area of 11.97 square kilometers, including 127 *mu* of arable land. The vegetation coverage is 94% and the forest coverage is 87.2%. It is home to a registered population of 770 of 426 households. The village is rich in coal reserve, and the villagers used to live on coal mining. But Dongcun has completely withdrawn from the coal mining industry since 2005 as required by the state policy. It turned to actively develop the high-end ecological leisure tourism industry by protecting and utilizing the ecological resources in mountain areas, but was troubled by the following problems: first, the poor infrastructure, including the village roads and tourist reception facilities which are inferior to those in mature scenic areas; second, the huge gap of tourist flow between the peak and off seasons; and third, the shortage of tourism professionals.

Located deep in the mountains, Dongcun is far from the city center, and attracts little attention from social capital, and from managerial personnel and innovators engaged in the tourism and homestay businesses.

### Measures

**1. Create a beautiful livable environment.** Dongcun has successively launched a number of ecological conservation projects, including the improvement of 30,000 *mu* of small basin areas and afforestation of 2,500 *mu* of barren mountains. The forest coverage rate has increased year by year and the air quality is quite good throughout the year: the average annual concentration of PM<sub>2.5</sub> is at around 30 micrograms per cubic meter, and that of negative oxygen ions 5,000 per cubic centimeter, showing obvious ecological advantages. It pushes forward the initiative of building a beautiful countryside. Problems such as illegal construction and piling-up were effectively addressed, broken walls repaired, and all pit toilets reconstructed. Operational animal farms, mainly pig and sheep farms, are all closed. It has established a sound long-term management and maintenance mechanism and set up a professional team of sanitation workers, to create a comfortable and livable environment for the villagers and visitors from afar.

**2. Vigorously develop homestay-based tourism.** Dongcun reinforces efforts to improve tourist infrastructure, and taps its vast forest resources by



building infrastructure such as the Huatai scenic spot, the sightseeing trail on the mountain ridge, the tourist reception center and the parking lot. Seven functional areas have been gradually formed, including such functions as wellness, sightseeing and vegetable/fruit picking. In order to continuously promote the development of homestay-based tourism, a tourism cooperative featuring folk customs has been established, to bring together 49 homestay operators to produce the clustering effect. In 2016, it introduced social capital and realized village-enterprise cooperation, put into operation the forest resort hotel, and built 21 wellness-themed wooden houses. With its unique geographical location and beautiful environment, it has become a Internet-famous destination in Beijing. In particular, in the past two years, Dongcun, a “place where you can see the Milky Way,” has built seven star-watching tent houses and six high-quality homestays, with the reception capacity and service level significantly improved.

**3. Inherit and advocate the Dongcun culture.** After more than a decade of transformation and development, Dongcun has seen its economic income on a steady rise and is capable of giving back to the villagers and public welfare. It has built cultural facilities such as the Village History Museum, badminton courts, non-profit reading rooms and a new stage, boosting the folk-customs economy and creating a favorable rural environment. Moreover, it has attracted the young and middle-aged migrant workers to return and start their own business in the village, which in turn drives the development of folk-customs tourism industry. As more and more young people are engaged in driving cultural advancement in



rural areas, the Laodiao Bangzi (Old Tunes of the Bangzi Clapper), an intangible cultural heritage item, is inherited.

#### 4. Extend the rural tourism industry chain.

Dongcun promotes the “high-end tourism +” model, gives full play to its advantages of high-altitude, pollution-free cultivation, and grows crops at the foot of the mountains and develops U-pick farms. There is an edible mushroom base of 300 *mu*, growing 17 species of mushroom, including King Oyster Mushroom and Bailing Oyster Mushroom, with an annual output of 75,000 kilograms and an annual sales revenue of RMB 750,000. In the next few years, Dongcun will accelerate to upgrade the edible fungi base, develop specialty agricultural products of edible fungi, and the specialty food brand of Dongcun Mushroom Banquet, and transform specialty agricultural products into tourism commodities to increase added value of tourism.

## Results

Dongcun actively explores green transformation. The once coal mining village is now a folk-customs tourism village with a beautiful environment and hires nearly 500 people in tourist reception and forest-dependent industries. The village’s per capita income reached RMB 28,000 in 2021, and the village collective income is expected to increase from RMB 50,000 in 2000 to RMB 6 million in 2022. As the industries are booming and the villagers are getting rich, Dongcun consolidates its development foundation, inherits the Laodiao Bangzi opera (a district-level intangible cultural heritage item), and has formed a troupe of more than 30 people to perform regularly. The well-being of the elderly are



well taken care of. An elderly service station is built to provide catering services for the elderly. The well-being of the people in this mountainous village has been greatly enhanced.

## Experience and Inspirations

**1. A good ecological environment is the cornerstone of high-end ecological leisure tourism.** A good ecological environment is the solid foundation of developing ecological leisure tourism, and the good ecological environment with lush mountains is gaining popularity among visitors. Over the past few years, along with the unfolding of the beautiful countryside initiative and the continuous improvement in the working system for ecological progress, Dongcun has made great efforts to improve the living environment. It has planted various flowers and plants, and cleared illegal construction along the highway, and beautified the corridor landscape. The sanitation service has covered all rural roads and all the construction sites have met the environmental requirements. By fully enforcing the responsibility for general sanitation, greening and good social order in the designated area outside the unit building, the village has effectively addressed such bad behaviors as illegal piling up of garbage and waste soil, unauthorized stacking of materials and vending outside the designated area.

**2. The development mode of village-enterprise cooperation is the engine of the development of high-**

**end ecological leisure tourism.** In recent years, Dongcun has received 20,000 tourists a year on average, and its comprehensive tourism income has reached RMB 2 million annually, and both figures have been on the rise year by year. From April to October every year, the wooden houses of the Forest Resort Hotel are fully booked on weekends, and warmly welcomed by visitors. The hotel made it to the 2017 exquisite lifestyle catalog published by China Tourism Association, and is rated by dianping.com as the “best parent-child hotel” in North China. This development model of village-enterprise cooperation has enhanced Dongcun’s competitiveness as the most beautiful countryside by increasing the carrying capacity of high-end tourism, building exquisite and high-quality scenic spots, and comprehensively improving the quality and grade of natural landscape.

## Next Steps

**First,** Dongcun shall fully tap the ecological environment, optimize the development pattern of the alpine ecological space, give full play to the characteristics of the resources in the high-altitude mountainous areas, and form the characteristic development pattern of the alpine ecological agriculture and the ecological environment.

**Second,** it will actively put idle residential houses into good use by turning them into boutique homestays, set up the Dongcun Folk-Customs Tourism Alliance, standardize, integrate and upgrade folk-customs operators, and build a high-end homestay brand and the brand on the Internet as a green leisure destination.

**Third,** it will focus on creating the alpine ecological leisure culture, highlight the traditional values of “harmony between man and nature,” the fashionable lifestyle of outdoor mountain sports and leisure, and the scientific outlook on development that advocates harmony between man and nature. It will work to develop an alpine ecological leisure culture with obvious local characteristics and supported by the folk-customs cultural activities, alpine sports and cultural activities, wellness- and fitness-themed cultural activities, family leisure activities and creative & cultural activities.





# 安徽合肥市长丰县马郢社区： “马郢计划”引领乡村蝶变



## 摘要

2015年，安徽省合肥市长丰县马郢社区发起以脱贫为主要任务的“马郢计划”，通过搭建“产业回归乡村之桥、游客回归乡村之桥、文化回归乡村之桥”，打通城乡沟通障碍，持续开展助学、助农、助村行动，逐步探索出“乡旅三变、集聚三老、合力三方”共融共生的乡村振兴发展模式。马郢社区从省级重点贫困村蝶变为全国乡村旅游重点村，贫困户人均年收入从不足3,000元提升到14,000余元，村民人均年收入从不足1万元提升到2.8万元，社区集体收入从2.15万元跃升到165余万元。马郢社区获评全国文旅志愿服务一等奖、省级微型产业集聚区、省级百家乡村旅游示范村、省级乡村旅游创客示范基地等多项荣誉。



## 挑战与问题

马郢社区是2014年建档立卡贫困村，建档立卡贫困户共60户，贫困人口133人，贫困发生率为7.48%。村内基础设施薄弱，道路不成体系，道路边沟系统不畅，公用工程设施和环卫设施不健全。乡村产业结构单一，主导产业为一年两季水稻和小麦的传统种植业，生产方式传统。典型的低丘陵地貌导致农业产量不高，农副产品附加值低，农民收入低，集体经济薄弱。劳动力不足，常住人口仅200余人，青壮年进城务工，留守儿童、留守老人现象突出。新冠肺炎疫情的爆发使得社区经济发展更加收到重大冲击。

## 措施

**1. 旅游驱动，逆向融合产业。**把村庄、田野和乡村生活作为乡村旅游的主打产品，让农户成为乡村旅游的主角。循序渐进，因地制宜，根据节气开展植树、插秧、采莲、割稻等不同主题农事体验活动。通过发展乡村旅游带动蔬果种植、禽类、山羊、水产养殖产业持续发展，越来越多的村民和创客返乡创业。旅游产业作为驱动产业，带动农户通过创办农家乐、务工以及销售农产品增加收入。

**2. 市场聚焦，突破发展瓶颈。**充分发挥马郢社区近城的市场优势，依托农耕文化、生态良好和乡风淳朴等自身优势，主打成长教育和乡村生活两大主题体验，主攻乡村旅游中的亲子旅游细分市场，实现乡村旅游发展的突破。

**3. 艺术赋能，扮靓乡村环境。**借助来自高校志愿者的力量，“马郢计划”将艺术设计与农村生产生活相融合，激发村民建设村庄、参与艺术创造的热情，共同打造田园综合体项目。来自安徽大学艺术学院的志愿者推动乡村修复、花艺村落建设，来自合肥师范学院志愿者用陶瓷艺术活化乡村空间，艺术介入让马郢的角角落落绽放乡村之美。

**4. 品牌塑造，助推网红效应。**以“马郢计划”为核心，开展品牌系列构建及营销宣传活动。2016年初，“马郢计划”微信公众号上线运营，马郢从一个默默无闻的落后小乡村，以“网红”速度扬名，成为乡村旅游热土。积极打造文化活动品牌与农产品地域品牌，提升本地影响力。目前，马郢之声朗读者、丰收喜乐会、村晚等形成了较有影响力的乡村文化品牌，“读蔬”“壹畦趣”等形成了知名绿色农产品品牌。

**5. 多方聚力，共筑美丽马郢。**安徽大学成立乡村振兴研究院、创办乡创学堂，打造省级乡村旅游创客平台。安徽省电视台节目创新基地在马郢社



区挂牌，为社区电商运营、直播带货、推广宣传进行助力。合肥市公共资源交易管理局、省文联、安徽商报等单位的支持与帮助给了马郢社区巨大的发展动力和智力支持。

## 成效

**1. 乡村产业转型升级。**从零业态到 33 家创客进驻创业，马郢社区形成了以乡村旅游为核心，以餐饮、住宿、研学、教育、电商、文创体验等为支撑，带动农业种养殖发展，构建了一个多业态共生共荣的产业生态圈。

**2. 乡风文明显著提升。**以新时代文明实践站为阵地，通过联合志愿服务机构，开展一系列社团支教活动，组织马郢广场舞队、戏曲班，在马郢社区播下文化的种子。社区文化氛围渐浓，乡风文明进一步提升。

**3. 生态宜居基本实现。**交通干道及主要支路实现铺装路面，实施改水、改厕、改房，新建游客接待中心、小礼堂、文创园、创业者部落、培训中心等公共服务设施，乡村居住条件大为提升。艺术化改造提升乡村建筑景观，实施“乡村微田园”（小菜园、小花园、小果园）工程，乡土化道路绿化，发展景观农业，美化了乡村整体环境。

**4. 富民增收效应明显。**通过实施“马郢计划”，带动贫困户以及周边村民 183 人就业。贫困



户人均年收入从不足 3,000 元提升到 14,000 余元，村民人均年收入从不足 1 万元到 2.8 万元。社区集体收入从 2015 年的 2.15 万元跃升到 2021 年的 165 余万元，增长 76 倍。

## 经验与启示

**1. 乡旅三变，解决资源匮乏问题。**马郢社区受低丘陵地貌影响，探索发展规模农业和特色农业的效果不佳。2015 年始，社区尝试发展乡村旅游，吸引城市游客进入乡村，开启马郢乡旅三变——农民变导游、农村变景点、农活变产品。让村民当导游当领队，把村里的鸡鸭鹅牛羊及炊烟、树林、野花变成景观景点，插秧、做豆腐、采蜜、放羊成为游客体验的旅游产品，形成乡村旅游逆向驱动产业融合的发展路径。

**2. 集聚三老，探索乡村振兴路径。**整合城乡资源，形成“老师指导、老板兴业、老乡致富”的





乡村振兴发展模式。一是引入高校资源，通过提供规划设计、空间改造、品牌设计，为乡村发展提供智力支持。二是围绕产业做配套，筑巢引凤，通过合作社搭建创业者成长平台，吸引创客进（返）村。三是通过建立分享机制、引导创业和促进就业等多种方式带动老乡（居民）共同致富。确立合作社盈利的三分之一，用于全体村民分红。通过政策奖励，引导在外的村民返乡创业，33家创客中，有16家是返乡村民。鼓励创客优先聘用本地村民，让村民在家门口就能就业增收，提升村民获得感和幸福感。

**3. 合力三方，打造乡旅运营平台。**针对发展过程中出现的产业小而散、集聚效应弱、存在恶性竞争风险等问题，成立由镇政府（部分基础设施项目使用权入股）、社区集体（公共空间运营权入股）和运营团队（股东推选负责人，团队成员以本地化为主）三方共同持股的马郢乡村旅游合作社，负责马郢社区的整体运营，明确合作社为乡村运营、助

力创客兴业、带领村民致富的职责。充分整合政府、集体和市场资源，形成镇、村、社三方合力的决策和治理体系。

## 下一步计划

**1. 目标导向，规划引领。**围绕国家级乡村旅游集聚区创建，对标长三角，科学编制发展规划，明确各阶段发展目标，优化村域产业发展布局。坚持“双招双引”，壮大产业发展主体。

**2. 丰富内涵，提升品质。**打造马郢社区旅游核心吸引物，增强核心吸引力。做大创业平台，继续丰富产业类型，构筑产业链条。进一步完善村域基础设施及公共服务设施系统化配套，美化村域景观环境。

**3. 拓展空间，辐射带动。**以瓦东干渠风景廊道建设为契机，实施东进、西扩、北延，拓展发展空间。加强与周边产业资源、旅游资源整合，辐射带动周边发展，实现由村域发展向区域发展的转型目标。

**4. 强化运营，持续发展。**坚持政府主导，以乡村旅游合作社为纽带，凝聚创客、居民共同发展之力。引导、协调乡村产业类型，强化整体品牌营销宣传，实现马郢社区可持续发展。



# Maying Community, Changfeng County, Hefei City, Anhui Province:

The Maying Program stimulating rural transformation



## Abstract

In 2015, Maying Community of Changfeng County, Hefei City, Anhui Province, launched a namesake program aimed at poverty alleviation. It hopes to facilitate urban-rural communication and connections by building the program into a “bridge for bringing businesses, tourists and culture to the countryside.” By continuing with aid to education, agriculture and the village on the whole, it has gradually explored a rural revitalization and development model that features three transformations – farmers to tour guides, rural assets to tourist attractions and farming activities to tourism products, focuses on the roles of teachers, businesspersons and villagers, and pools the strengths of the township government, the community collective and the operating team. As a result, Maying Community has changed from a provincial-level poverty-stricken village to a national key village for rural tourism. The average annual income of poor households has risen from less than RMB 3,000 to more than RMB 14,000, that of villagers from less than RMB 10,000 to RMB 28,000, and the community collective’s income from RMB 21,500 to more than RMB 1.65 million. It won the national first prize for cultural and tourism volunteer service, and such honorary titles as provincial micro-industry cluster zone, one of the top 100 demonstration tourism villages in Anhui, and provincial demonstration base for rural tourism makers.

## Challenges and Problems

Maying Community was registered as a poverty-stricken village in 2014, with 60 poor households and 133 poor people, and the poverty incidence was 7.48%. Back then, the village infrastructure was weak, the roads were patchy, roadside ditches blocked, and public utilities and sanitation facilities were either missing or in poor conditions. The rural economy was undiversified, dominated by the cultivation of rice and wheat in the traditional way. Its landform is dominated by low hills, resulting in low agricultural output whose added value was small, generating only a small source of income for farmers and a weak collective economy. The labor force was insufficient, with a permanent population of only 200, mostly the elderly and children. Most of the young and middle-aged left for urban areas, leaving behind them children and aged parents. The outbreak of COVID-19 has dealt a heavy blow to the community economy.

## Measures

### 1. Integrating other industries with rural tourism.

Maying Community centered its sales pitch of rural tourism on the village environment, farm fields and rural lifestyles, and let farmers play the lead role in rural tourism. Step by step and according to local conditions



and solar terms, it organized farming activities for tourists, such as planting trees, transplanting seedlings, harvesting lotus and rice, and promoted the sustainable development of vegetable and fruit growing, the raising of poultry and goat, and aquaculture industries through rural tourism. As a result, more and more migrant workers and makers are returning/coming to Maying to start businesses. As a drive of local economy, the tourism industry has increased farmers' income by means of farm stay, job opportunities and the sale of agricultural products.

**2. Focusing on the target market and breaking the development bottleneck.** Maying gives full play to its proximity to the urban market, and its advantages such as farming culture, good ecological environment and simple rural lifestyles, and has focused the visitor experience on child education and rural lifestyles, to target the niche







market of parent-child tourism and break new ground in the development of rural tourism.

**3. Empowering and improving the countryside environment with art.** With the help of college volunteers, the Maying Program introduced art designs into rural ways of production and life, aroused the enthusiasm of villagers in artistic creation to make the village a better place and jointly build a pastoral complex project. For example, volunteers from the Department of Art of Anhui University pushed forward the village restoration project and promoted floriculture in the village, and volunteers from Hefei Normal University enlivened rural space with ceramic artworks. Art has made every corner of Maying more beautiful.

**4. Promoting brands online to increase visibility and popularity.** With Maying Program at the heart, branding and marketing activities were organized. At the beginning of 2016, the Maying Program launched its official public account on the WeChat app, and soon Maying, once an obscure and backward village, became a popular, famous destination for rural tourism on the Internet. It also actively built brands for cultural activities and agricultural products to enhance local influence. So far among the influential cultural brands are “The Sound of Maying: Readers,” “The Harvest Joy,” and “The Village Night Gala,” and the famous green agricultural product brands include “Read Vegetables” (*Dushu*) and “Fun of Fields” (*Yiqiqu*).

**5. Pooling strengths of stakeholders to build a beautiful Maying.** Anhui University has set up a rural revitalization research institute and the rural

entrepreneurship academy here to serve as a provincial-level makers platform for rural tourism. AHTV has unveiled its program innovation base here to help with e-commerce operations, live-streaming sale, promotion and marketing, etc. The Hefei Municipal Public Resources Trading Administration, Provincial Federation of Literary and Art Circles, and *Anhui Business Daily* also inject huge development impetus into and offer generous intellectual support for Maying.

## Results

### 1. Rural industries are transformed and upgraded.

Starting from scratch, Maying Community has attracted 33 makers to start business here. It has formed an integrated industry ecosystem with rural tourism at the core, supported by catering, accommodation, study tours, education, e-commerce industries and cultural and creative experiential activities, to drive the development of agricultural farming and cultivation.



**2. Social etiquette and civility has improved significantly.** Via the Center for Promoting Ethical and Cultural Progress in the New Era and in cooperation with volunteer teams, Maying has organized a series of volunteer teaching activities, as well as the square dance team and the opera class, sowing the cultural seed in the community. The local cultural environment is ever-improving, and the social etiquette and civility is enhanced.

**3. The village is basically a livable place.** The main roads and main branches are paved. The drinking water system, toilets and depilated houses are renovated. Public service facilities such as the tourist center, auditorium, the cultural and creative park, entrepreneurs' tribe and training center are built. The living conditions in the village have greatly improved. Through artistic renovation, the rural buildings are given a new look. A campaign is launched to improve small vegetable gardens, small flower gardens and small orchards. And trees are grown along local roads, and landscape agriculture have developed. The overall rural landscape and environment is better.

**4. Farmers' income has significantly increased.** The Maying Program has created 183 jobs for poor households in and near the village. The per capita annual income of poor households rose from less than RMB 3,000 to more than RMB 14,000, and that of villagers from less than RMB 10,000 to RMB 28,000; the community collective's income jumped from RMB 21,500 in 2015 to more than RMB 1.65 million in 2021, a 76-fold increase.



## Experience and Inspirations

**1. Solve the problem of lack of resources through three transformations.** With a landform dominated by low hills, Maying had little luck with scale agriculture and specialty agriculture. Starting from 2015, it tried to develop rural tourism, attract urban tourists, and turn farmers into tour guides, rural assets into tourist attractions and farming activities into tourism products. Specifically, villagers become tour guides; the chickens, ducks, geese, cows and sheep, as well as cooking smoke, woods and wild flowers are all turned into tourist attractions; and planting rice seedlings, making tofu, collecting honey and herding sheep become part of the visitor experience. In this way, a development path for industry integration driven by rural tourism has emerged.

**2. Gather three stakeholder groups and explore the path of rural revitalization.** By integrating urban and rural resources, Maying has formed a rural revitalization development model under which teachers offer guidance, businesspersons do business, and farmers get rich. First, partner universities provide intellectual support for rural development, including planning and design, space transformation, brand design, etc. Second, Maying provides supporting facilities needed for industries, and builds a platform for entrepreneurs through cooperatives to attract makers to come (return). Third, a sharing mechanism is established to help local residents start their own business or get a job to drive common prosperity. It's determined that one third of the profits of the co-operatives shall be allocated as dividends among villagers. Maying offers policy incentives to attract migrant workers to return and start businesses. Of the



33 makers, 16 are boomerang residents. These makers are encouraged to give priority to local villagers in employment so that the latter can work and earn a wage without leaving the village, and enhance their sense of gain and happiness.

**3. Build a rural tourism operating platform by pooling strengths of three parties.** In response to the problems with rural tourism, such as a small and scattered industry, weak agglomeration effect and vicious competition risk, the Maying Rural Tourism Co-operative is established, involving the town government (the right to use some infrastructure projects invested as capital stock), the community collective (the right to operate public space invested as capital stock) and an operating team (the team head is selected by shareholders and its members are mostly locals), responsible for the overall operation of Maying Community. Its task is specified as operating the village, serving makers and startups and increasing villagers' income. Fully integrating the government, collective and market resources, it has formed a decision-making and governance system with the joint efforts of the township government, the village and the community.

## Next Steps

**1. Stay oriented to the goals and follow the guidance of plans.** In its drive to build a national rural tourism cluster zone, Maying will benchmark against the Yangtze River Delta, formulate science-based development plans, clarify the objectives for different stages, and optimize the industrial development layout in the village. It shall continue to attract investment and brains and strengthen the workforce for industrial development.

**2. Enrich connotation and improve the quality of tourism.** It shall further enhance the core value of the Maying Program and add new dimensions to it that suit this new stage. Maying shall develop its core tourist attractions and enhance the core appeal to tourists. It shall build and expand the platform for entrepreneurship, continue to diversify industry types and build an industrial chain. It shall further improve the infrastructure and public service facilities in the village, and beautify the rural environment.

**3. Expand the development space and drive the development of nearby areas.** While developing the Wadong trunk canal sightseeing corridor, Maying shall expand its development space eastward, westward and northward. It shall strengthen the integration with the surrounding industrial resources and tourism resources, drive the development of surrounding areas, and realize the transformation from village-wide development to regional development.

**4. Strengthen operation for sustainable development.** Maying shall adhere to the government leadership, and unite makers and residents through rural tourism cooperatives to promote common development. It shall guide and coordinate which types of industries to develop and strengthen overall brand marketing to achieve sustainable development.



# 山东潍坊市临朐县隐士村： 山柿产业 + 旅游特色模式



## 摘要

山东省潍坊市临朐县隐士村用特色农业吸住人，靠乡村旅游留住人，借网络电商锁住人，乡村旅游在中间起到了转换器、放大器的作用。隐士村一开始就目标明确，紧紧“咬定”了村里最多、也是最核心的柿子资源，围绕柿子大做文章，建成隐士田园休闲区、隐士精修居住区、古村落民俗文化体验区、隐士休闲中心区、山体观光运动区等五大片区，使隐士村逐步成为鲁中山区休闲旅游和研学旅游的特色目的地，走出了一条文旅产业与乡村振兴融合发展的特色道路。



## 挑战与问题

隐士村是一个藏在大山里的古村，有两千余年历史，全村由十个自然村组成，共有 670 户，2,180 口人，原有贫困群众 61 户 153 人，是省定旅游扶贫村之一。隐士村山清水秀、生态较好，村内基础设施建设已经初具规模。一方面因山村信息闭塞，隐士出好柿，但缺乏有效宣传，卖不上价格；另一方面因缺少有效激励机制，村民参与乡村旅游新业态开发积极性不高，村民对产业发展的认知单纯停留在柿子卖出的价格上面，在山柿产业与文旅产业融合的道路上探索不够。

## 措施

**1. “特色产业+ 合作社+ 农户”，探索抱团发展新模式。**成立“隐士人家”乡村旅游专业合作社，确定“政府引导、公司运营、合作社牵头、农户入社”的运营模式，以抱团发展促脱贫致富。依托特产打品牌，合作社对柿饼统一收购、统一包装、统一销售，整体上提升柿饼档次，产品出口韩国日本等国家。流转土地保分红，村集体将村内闲置房屋和土地入股合作社统一经营管理，发

展民宿和特色种植等，年末按收益分成，实现保值增值。

**2. “特色产业+ 电商”，开辟特产营销新渠道。**建立隐士生态旅游度假网站和淘宝网平台，统一销售柿饼、小米、地瓜等隐士特色农产品，仅 2021 年，通过电商平台销售柿饼 20 万斤、小米 12 万斤、地瓜 30 万斤，人均增收 12,000 元。村内增加柿子酒加工作坊 3 家、柿子煎饼加工户 30 多户、集中加工点 2 处，构建柿子产业链条。回村年轻人通过微信朋友圈、抖音、直播等方式促进柿饼外销，借助新媒体平台提升隐士柿饼和隐士村知名度。

**3. “特色产业+ 旅游”，打造休闲度假新名片。**突出“隐、柿”理念，以“新乡土建筑”设计风格对隐士进行精致化打造。配套隐士书院和村史馆、餐饮大厅、主题公园、停车场、节点景观、民宿群，新修旅游环山路、新建拦河坝、开挖景观湖，开工齐鲁样板宜居村庄工程，隐士村面貌发生脱胎换骨改变，建成全国最大的柿子晾晒基地——隐士产业园。2018 年，第九届全国柿文化旅游节在隐士举行。隐士村充分挖掘隐士文化、隐士生活、隐士民俗、隐士物产，打造特色度假古村落，做实做活乡村旅游文章。

## 成效

隐士村已基本完善了“吃、住、行、游、购、娱、学、养”等旅游要素，形成了隐士田园休闲区、隐士静修居住区、古村落民俗文化体验区、隐士修行中心区、山体观光运动区等五大片区，投资800万美元的中日合资千晨研学项目即将投入使用，隐士村逐步成为鲁中山区休闲旅游、研学旅游的特色目的地。

隐士村先后注册“隐士红”、“隐柿谷”系列商标，开发10枚装及20枚装等不同大小、档次的柿饼“伴手礼”，并发动社员在淘宝平台开设电商经营户60余家，与山胖子电商达成带货合作等。仅2021年合作社通过电商销售柿饼近200万斤，占全村年产总量的1/3。目前全村年人均收入达到2.6万元，61户脱贫群众生活满意度明显提高。

## 经验与启示

**1. 整合经济要素。**乡村振兴不是孤立的发展农业经济，要以市场为导向，以效益为中心，围绕主导产业组合各种发展要素。随着乡村振兴战略的不断深入，农村对各类经营主体和资本的吸引力也不断增强。隐士村成立隐士人家旅游合作社，群众以房屋、土地等入股，发展特色民宿和作物种植，建设景观柿子晾晒棚，通过经营收益，拓宽增收



渠道，增加村集体和群众收益，实现隐士村的飞跃发展。

**2. 激励群众主体。**群众是乡村振兴的主体，要注重不断提升农民群众的幸福感和获得感。隐士村依靠柿饼产业和乡村旅游实现大发展，在搞好基础配套设施的基础上，通过合作社牵头解决农户分散经营与市场之间的矛盾，让柿饼加工形成产业链条，形成柿子采摘趣、柿饼加工乐、柿乡民俗游的发展新模式，从而有效带动群众主动参与，实现发展成果共享。

**3. 创新经营模式。**要实现产业兴旺，就要推动一二三产业融合发展，因地制宜延长产业链、提升价值链。隐士特产果品较多，注重提升小农户组织化规模化程度，采取合作社牵头、农户出力、政府包市场的原则，建成种植基地、冷库、仓储中心和深加工生产线，构建果品种植、加工、销售全产业链，从而实现了农业产业的规模化和组织化。

## 下一步计划

隐士村一方面将新增山柿产业种植基地，引进山柿链条龙头加工企业，配套电商、服务、展销、冷链四大中心，实现产、供、销服务一体化发展，打造特产山柿产业带。另一方面加快研学旅游项目建设，引进龙头文旅企业，加大旅游资源开发力度。隐士村将持续实现农业增效、农民增收、农村发展，提升群众满意度。



# Yinshi Village, Linqu County, Weifang City, Shandong Province:

Developing the persimmon + tourism industry



## Abstract

Yinshi (meaning “hermit” in Chinese), a village in the county of Linqu, Weifang City, Shandong Province, attracts people with characteristic agriculture and retains people with rural tourism and e-commerce, in which rural tourism plays the role of converter and amplifier. The village set a clear goal from the beginning. It keeps its eye on local persimmons, the biggest asset of the village, and based on the persimmon industry, it has built five functional zones: the rural leisure zone, the retreat and residential zone, the folk culture experience zone, the spiritual practice center and the mountain sightseeing and sport zone. It has gradually become a characteristic destination of leisure tourism and study tours in central Shandong, and blazed a characteristic path that advances cultural & tourism development and rural revitalization at the same time.



### Challenges and Problems

Yinshi is an ancient village sitting deep in the mountains, with a history of more than 2,000 years. It consists of 10 natural villages and is home to 670 households of 2,180 people, including 61 households of 153 people living below the poverty line before 2020, and was designated by the provincial government as one of the key villages for poverty alleviation through tourism. The village has beautiful mountains and rivers, good ecological environment, and basic infrastructure are in place. The village produces high-quality persimmons, but it lacked channels to spread the word, which hurt the sale

price. To make it worse, it lacked an effective incentive mechanism to motivate the villagers to engage in new forms of rural tourism. The villagers cared nothing but the price of persimmons, and did little to explore the way of integrating the persimmon industry with the cultural & tourism industry.

### Measures

**1. Explore a new model of collaborative development that brings together specialty industries, the cooperative and rural households.** A specialized rural tourism cooperative is set up, and the operating model based on government guidance, company operation, with the cooperative as the lead unit, and farmers as cooperative members, to combat poverty through collaborative development. While building up the local persimmon brand, the cooperative purchases, packages and sells persimmons produced in the village in a centralized way. It has upgraded the persimmon products on the whole, which are exported to the Republic of Korea, Japan and other countries. In addition to the guaranteed income from the transfer of land use right, the village collective also receives dividends at yearend as per their investment with abandoned dwellings and land





in the cooperative for the development of homestays and specialty farming, for the purpose of value preservation and appreciation.

**2. Open up new channels for specialty product marketing by combining specialty industries with e-commerce.** The village has set up an eco-tour resort website and an online store on Taobao to sell its agricultural products such as persimmons, millet and sweet potatoes. In 2021 alone, 100,000 kg of persimmons, 60,000 kg of millet and 150,000 kg of sweet potatoes were sold online, increasing per capita income by RMB 12,000. Moreover, three persimmon wine brewers, more than 30 workshops for processing persimmon pancakes and two centralized processing points were added. The persimmon industry chain is in the making. The young returnees also marketed persimmons through WeChat Moments, Douyin and other live-streaming platforms, and enhanced the popularity of the village and its persimmons via new media platforms.

**3. Build up the brand for leisure and holidaymaking by combining specialty industries with tourism.** Centering around “retreat and persimmons,” the village has had a facelift with neo-vernacular architecture. It is equipped with an academy, the village history exhibition hall, a catering hall, a theme park, parking lots, node landscape, and a homestay cluster, and has added the tourist ring road and the barrage dam, and a man-made sightseeing lake. It has kicked-off the construction of a model livable village in Shandong. The village has been completely transformed. It is home to the largest persimmon drying base in the country – Yinshi Industrial Park. In 2018, it hosted the 9<sup>th</sup> National

Persimmon Cultural & Tourism Festival. By fully tapping into the village culture, lifestyle, folk customs, and natural resources, it tries to build a resort with its own characteristics as an ancient village, and truly benefit the villagers with rural tourism.

## Results

The village has basically had such tourist services in place as “catering, accommodation, transport, sightseeing, shopping, entertainment, education and health preservation” It has five functional zones: the rural leisure zone, the retreat & residential zone, the folk culture experience zone, the spiritual practice center and the mountain sightseeing & sport zone. The Sino-Japanese joint venture Qianchen Study Tour with an investment of USD 8 million will soon be put into use. The village is rising as a destination with its own characteristics for leisure tourism and study tours in central Shandong.

The village has successively registered the “Yinshi Red” and “Yinshigu” trademarks, and developed 10 persimmon products containing 10 to 20 dried persimmons each. Members of the cooperative have opened more than 60 stores on Taobao, and the cooperative has formed sale partnership with Shanpangzi e-commerce operator. In 2021 alone, the cooperative sold nearly one million kg of persimmons through e-commerce, accounting for 1/3 of the total annual output of the village. At present, the annual per capita income of the village has reached RMB 26,000, and the 61 households which have emerged from poverty report a much higher degree of satisfaction with their life.





## Experience and Inspirations

**1. Integrate economic factors.** To achieve rural revitalization, it's not enough to develop the agricultural economy alone; we should follow the guidance of the market and combine different development elements needed for the dominant industry to maximize the returns. As the rural revitalization strategy unfolds, rural areas are increasingly appealing to all kinds of business entities and capital. In Yinshi village, a tourism cooperative is set up, and the villagers invest in it with their abandoned dwellings and land. Through the cooperative, the village has developed homestays with unique characteristics, cultivated specialty crops, and built persimmon drying sheds which are open to tourists, thus diversifying the sources of income. With growing income for the village collective and the villagers, Yinshi has achieved leapfrog development.

**2. Motivate and engage the masses.** The masses are the main body of rural vitalization, so we should work constantly to raise their sense of happiness and gain. Yinshi has made huge progress thanks to the booming persimmon industry and rural tourism. On the basis of sound supporting infrastructure, the cooperative takes the lead to solve the conflict between the scattered operation of farmers and the market demand, and form an industrial chain for persimmon processing. It has established the development model by tapping into the multiplying effect of integrating primary, secondary and tertiary sectors, i.e. persimmon picking, persimmon processing and rural tourism, so as to effectively drive the participation of the masses and share the development fruits with them.



**3. Introduce new business models.** To build a thriving economy, it is necessary to promote the integrated development of primary, secondary and tertiary sectors, extend the industrial chain and upgrade the value chain in line with local conditions. Considering its variety of fruits, Yinshi village works to organize small farmers into the cooperative to scale up fruit farming, and clarifies labor division between the cooperative, farmers and the government: the cooperative is in charge of overall arrangement, the farmers the specific farming work, and the government the marketing. It has built planting bases, cold storages, the storage center and deep-processing production lines, and the complete industry chain ranging from fruit planting, to processing and sales, with corresponding services for each link. Hence agricultural production is scaled up and organized.

## Next Steps

Yinshi will double down on developing tourism resources, expand the area of the persimmon industrial park, introduce leading persimmon-processing enterprises and tourism enterprises, hold high-quality events, and enhance the public satisfaction. It will further explore its industrial resources, add more persimmon planting bases, widen the ring road, and improve the supporting facilities. At the same time, it will accelerate the development of the study tour project and the construction of the e-commerce, service, exhibition and cold-storage centers, realize the integrated development of production, supply and marketing services and tourism, and build an industrial belt centering on local persimmons, to truly improve agricultural efficiency, increase farmers income, and promote rural development.

# 贵州毕节市黔西市化屋村： “五聚焦”开启文旅融合助力乡村振兴



## 摘要

贵州省毕节市黔西市化屋村按照“做强山上”“做活山下”“做优水面”的思路，坚持“量力而行、稳步推进”“轻资产投入、重运营效益”和“生态保护优先、群众利益为重”的原则，充分利用化屋村独特的生活方式和多姿多彩的民族文化，通过“五聚焦”有效破解了制约化屋村发展的交通闭塞、生态脆弱等难题，大力发展旅游业，把这个藏在乌蒙大山中的少数民族村寨，打造成为省内外知名的乡村旅游目的地，并于 2021 年获得全国乡村旅游重点村称号。



## 挑战与问题

化屋村地处中国西南乌蒙山的乌江鸭池河大峡谷，是苗族聚居地，苗族占 96.7%。化屋村属深度贫困村，2014 年全村综合贫困发生率为 63.63%，2019 年底实现脱贫人口动态“清零”。跨入新时代，化屋村面临巩固脱贫攻坚成果与有效衔接乡村振兴的双重压力，保障农民群众稳定增收成为首要问题。同时由于位于织金洞风景名胜区规划范围，按照“生态保护优先、适度开发利用”的原则，要改善当地落后的基础设施多了许多条条框框的限制。长期闭塞的生活方式，导致化屋村民整体知识文化水平偏低，就业择业能力弱。

## 措施

**1. 聚焦“山上”，改善旅游基础设施。**在生态红线外，大力改善旅游基础设施，完成新仁至化屋村旅游公路建设；高质量建成山上停车场，有效解决旅游高峰期进出通道拥挤问题；高效率实施公路沿线绿化工程，美化环境；推进污水治理；建成 3A 级示范性旅游厕所 3 座；开通运行 5G+ 数字乡村指挥系统，实现全村 5G 网络全覆盖。

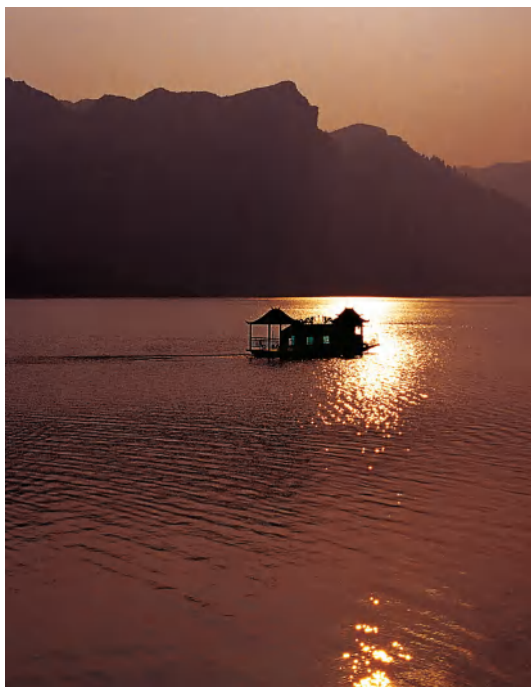
**2. 聚焦“山下”，丰富旅游业态。**围绕旅游，抓旅游+精品农业，种植小黄姜、脆红李、圣女果、羊肚菌、五星枇杷等；旅游+民族手工艺，发展苗绣、黄粑产业，建成苗绣工坊、黄粑加工厂，开发旅游商品 30 余种；旅游+现代服务业，发展导游服务、民族歌舞演艺等，打造民宿及农家乐。

**3. 聚焦“水面”，护好绿水青山。**积极开展退

耕还林工作，组织群众栽培果林 1,000 余亩，15 度以上坡耕地全部退耕还林，化屋村森林覆盖率达 61.2%。实施污水治理项目，污水处理实现全村覆盖。生活垃圾按照“村收集、乡转运、县处理”模式运行，实现全部无害化处理。持续开展巡湖和沿湖垃圾清理，确保化屋村东风湖面清洁干净。

**4. 聚焦村民，提升就业择业能力。**针对化屋村群众开展导游解说培训、《苗韵化屋》舞蹈培训、苗族蜡染刺绣培训、厨师培训、民宿管理培训等，申报非遗传承人 8 个。

**5. 聚焦文旅深度融合，丰富乡村文化内涵。**充分发挥文化在推进乡村振兴中的“凝心聚力”作用，建成化屋景区书房，年接待游客读者 5 万余人次。打造《板凳芦笙拳舞》《打鼓舞》《多声部民歌》以及大型苗族歌舞剧《苗韵化屋》等形式多样、特色鲜明的文化活动。举办“奋斗百年路·启航新征程”以及“我们的节日·云读山水”等文艺进景区暨文化惠民演出活动。化屋苗族多声部民歌成功申报省级非物质文化遗产，正组织申报国家级非物质文化遗产。





## 成效

化屋村依托文化旅游产业，实现当地群众收入稳步增加，劳动就业水平不断提高，生态环境进一步改善。化屋村共有劳动力 646 人，通过发展旅游产业解决了 325 人就业，占就业人数的一半。2021 年，化屋村共接待游客 65 万人次，同比增长 300% 以上；蜡染刺绣等旅游商品实现线上线下双渠道销售，销售额达到 200 余万元。在文旅融合产业的带动下，全村人均可支配收入从 2020 年底的 11,500 元增加到 2021 年底的 19,304 元，人均增加 7,804 元。就业人员人均工资 3,000 多元，部分技术人员月工资超过 5,000 元。

## 经验与启示

**1. 突破发展瓶颈。**针对制约化屋村发展的基础设施短板与生态保护间的矛盾，转变思路，把大项目从山下转到山上，利用空间距离，自然延伸产业链，拓展了业态空间。通过解决旅游项目用地保障问题，加快推进项目开工、建成和投入运营。

**2. 推进项目实施。**合理安排项目分期实施，避免项目一哄而上，贪大求全，持续发挥文旅项目建设带来的辐射作用。先解决“有没有”，再解决“好不好”。先布局解决旅游公路，旅游厕所、生态停车场、污水处理设施等基础设施，为发展农家乐、民宿等打下基础；再推进观光游船、观光马车、生态营露地、观光车道、奇幻主题夜游、管轨式滑道等多业态共同发展。



**3. 完善治理体系。**探索景区“三权分立”的化屋旅游开发样板，充分发挥山水画廊公司景区经营主体的职能作用，明确景区建设各方职责，加强与政府部门沟通协调，从资金争取、项目申报、公益性岗位支持等方面，形成旅游发展合力，营造景区良好的经营管理秩序。探索群众参与、经营权参股等利益分享机制，充分保障村民利益。

## 下一步计划

化屋村将牢固树立“绿水青山就是金山银山”的理念，守住发展和生态两条底线，努力走出一条生态优先、绿色发展的文化旅游新路子。一是做强山地旅游业态。充分利用喀斯特地貌，着力推进观光车道、观光电梯、观光栈道、马拉松步道、观光长廊等项目建设，打造乌江源精品旅游徒步线路。二是做优旅游服务体系。全面推进游客集散中心、游客服务中心、旅游停车场、旅游接待酒店、旅游特色小镇、苗族博物馆、民族文化创意产业园、特色饮食街区等旅游业态产品打造。三是做深文旅融合发展。推进公共文化演艺常态化进景区，加快文化与景区业态的融合发展，把民族文化与景区文化驿站、体育公园、水利旅游、亚高原水上训练基地等有机融合。

## Huawu Village, Qianxi County– level City, Bijie City, Guizhou Province:

Integrating culture and tourism with “five focuses” to  
boost rural revitalization



## Abstract

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Huawu, a village in the city of Qianxi, Bijie, Guizhou Province, follows the principle of “strengthening the uphill economy,” “reinvigorating the downhill economy,” and “improving the water quality.” Meanwhile it makes steady progress within its capacity, puts less emphasis on asset investment and more on operational efficiency and gives priority to ecological conservation and the interests of the masses. It makes full use of its unique lifestyle and Miao ethnic culture. Through “five focuses,” it has effectively solved the problems such as the lack of transport services and ecological fragility that restrict its development, vigorously develops the tourism industry, and turns itself, a Miao ethnic village hidden in the Wumeng Mountains, into a well-known tourism destination within and outside the province. It won the title of National Key Tourism Village in 2021.



## Challenges and Problems

Huawu Village is located in Yachi River Grand Canyon of Wumeng Mountains in southwestern China. It is an enclave of the Miao people who account for 96.7% of the population. Huawu is a severely impoverished village. In 2014, its overall incidence of poverty was 63.63%. By the end of 2019, it had achieved “dynamic zero” of people living below the poverty line. Entering the new era, Huawu Village faces the dual pressure of consolidating the achievements made in poverty alleviation and promoting rural revitalization, and ensuring the steady increase in farmers’ income is on top of its agenda. At the same time, because it is located in the planned scope of Zhijin Cave Scenic Area, according to the principle of “ecological protection first, moderate development and utilization,” it faces many restrictions to improve the backward infrastructure. Long isolated from the outside world, the villagers were poorly educated on the whole and had weak ability of employment.

## Measures

**1. Focusing on the uphill economy and improving tourist infrastructure.** It vigorously improves the tourist infrastructure outside the ecological red line. It

has completed the construction of the tourist highway connecting it to Xinren, and a high-quality parking lot in the mountain, effectively solving the problem of traffic congestion in the peak period. It has efficiently greened the highways to beautify the environment, promoted sewage treatment, and built three AAA demonstration tourist toilets. The 5G-enabled digital village command system is put into operation and the whole village is covered by the 5G network.

**2. Focusing on “the downhill economy” to diversify the contents of the tourism industry.** Positioned as a tourism village, it has integrated tourism with boutique agriculture, and grows ginger, plums, cherry tomatoes, common morel and loquat; integrated tourism with ethnic handicrafts, and developed the industries of Miao embroidery and *huangba* (golden rice cakes, a local snack food), opened Miao embroidery workshops and *huangba* processing plants, and developed more than 30 kinds of tourism commodities; and integrated tourism with the modern service industry, and developed tour guide service, Miao-style singing and dance performances, homestays and farm stays.

**3. Focusing on the water resources and protecting the ecological environment.** It actively converts cultivated land into forest. It has organized the villagers to cultivate more than 1,000 *mu* of fruit forest, and converted





all the cultivated land above 15 degrees to forest. The forest coverage is now 61.2%. It has launched a sewage treatment project covering the whole village. The domestic garbage is collected in the village, transported to the township and then treated at the county level, realizing 100% harmless treatment. It continues to patrol the lake and clean up the garbage along the lake to keep the lake surface clean.

**4. Focusing on villagers and improving their employment ability.** It trained villagers on tour guiding, the dance “Miao Culture in Huawu,” Miao batik embroidery, cooking, and hospitality. Eight of its villagers have applied for the title of intangible cultural heritage inheritor.

**5. Focusing on the in-depth integration of culture and tourism, and enriching rural culture.** It gives full play to the role of culture in uniting the people behind rural revitalization. A reading room is opened in the scenic area and receives over 50,000 visitors a year. It has produced a boxing dance with wooden benches and the reed-pipe wind instrument, a drum dance, a multi-part folk song and the major Miao-style musical “Miao Culture in Huawu.” It also held cultural activities including one to review China’s progress made in the past century under the Party leadership and journey ahead, and a poem-reciting event to mark the Dragon Boat Festival. In particular the multi-part folk song of the Miao ethnic group has been declared a provincial intangible cultural heritage item and is applying for the status of national intangible cultural heritage.

## Results

Relying on the cultural and tourism industry, Huawu Village has seen steady increase in the income of local people, in employment and improvement in the ecological environment. Huawu has a total workforce of 646, and 325, or half of them are employed in the tourism industry. In 2021, Huawu received 650,000 tourists, a year-on-year increase of more than 300%; the sale of batik embroidery and other tourism products online and offline amounted to over RMB 2 million. Driven by the integration of culture and tourism, the disposable income per capita increased from RMB 11,500 at the end of 2020 to RMB 19,304 at the end of 2021, an increase of RMB 7,804. The average wage is more than RMB 3,000, and some technicians can make more than RMB 5,000 a month.

## Experience and Inspirations

**1. Seize key links and break bottlenecks.** In response to the contradiction between the backward infrastructure and the need for ecological conservation, Huawu thought out of box, moved major projects from downhill to uphill, and made use of the space to naturally extend the industrial chain, thereby freeing itself from the restraints imposed by the ecological conservation red lines, minimum standards for environmental quality, ceilings on resource utilization and the ecological environment access list, and expand the space of business development. By solving the land problem for tourism projects, it can move faster to start, complete and put projects into operation.

**2. Advance projects in an orderly manner.** It reasonably schedules project implementation by stages,

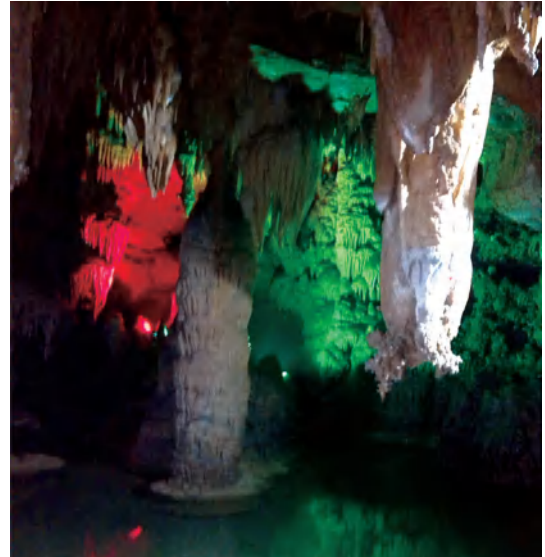


avoid the blind rush of projects, and make sure that the cultural and tourism projects can stimulating the development of surroundings sustainably. Huawu laid down the approach to build infrastructure first and improve the service quality later. It started with infrastructure construction of tourist roads, tourist toilets, eco-friendly parking lots and sewage treatment facilities, to lay a foundation for the development of farm stays and homestays. Then it launched such services as sightseeing boats, horse-drawn carriages, camping sites, sightseeing lanes, night tours, and pipe-rail slideways.

**3. Improve the governance system.** Huawu explores the model of “separation of three powers” in the development of tourism in the scenic area. It gives full play to the role of Shanshui Hualang Company as the scenic spot operator, strengthens communication and coordination with government departments, and clarifies the responsibilities of all parties involved. From fund raising, project application to public-welfare post offerings, it has formed synergy for tourism development and created a good order for the operation and management of the scenic area. It also explores interest-sharing mechanisms such as participation by the masses and investing with the right to operation, to fully protect the interests of villagers.

### Next Steps

Huawu Village will firmly adhere to the concept that “lucid waters and lush mountains are invaluable assets,” safeguard the two fronts of development and ecological conservation, and strive to find a new path of cultural



and tourism development that prioritizes ecological conservation and is green.

**1. Strengthen mountain tourism.** Making full use of the karst landscape, Huawu shall double down on developing sightseeing lanes, elevators, plank roads, marathon trails and sightseeing corridors, and develop boutique hiking routes at the source of Wujiang River.

**2. Improve the tourist service system.** Huawu shall continue to develop such tourism products as the tourist distribution center, tourist service center, tourist parking lots, hotels, tourism town, Miao ethnicity museum, national cultural and creative park, and food street.

**3. Promote the integrated development of culture and tourism.** Huawu will stage public cultural performances on a regular basis in the scenic area, accelerate the integration of culture and tourism business, and bring ethnic culture to the culture center, sport park, water conservancy-themed tours, and sub-plateau aquatic training bases.



# 重庆武隆区仙女山街道荆竹村： 一二三产“+ 旅游”助推乡村蝶变



## 摘要

重庆市武隆区仙女山街道荆竹村是一个“旅游景区+田园综合体+特色小镇+美丽乡村+特色产业园”的全新融合发展村。近年来坚持以“活化乡村，留住乡愁”为目标，大力发展一二三产“+ 旅游”，大胆探索“旅游+N、N+ 旅游”的核心发展模式，积极推进农旅、林旅、文旅、商旅融合发展，聚焦长远式乡村振兴蓝本，深耕乡村生态文明体系，坚持以“两山论”为主线发展乡村特色旅游，全面带动周边村民和脱贫户致富增收，助推了荆竹村乡村振兴。





## 挑战与问题

荆竹村距武隆城区 22 公里，全村幅员面积 34 平方公里，辖 8 个组、565 户、2084 人。荆竹村属于亚高山型丘陵地带，海拔高度在 800 米—1,300 米之间。由于当地喀斯特地貌导致土壤蓄不住水，种不了庄稼，只能种植对土质要求不高的烟草。但种植烟草会导致土地板结，越种土壤越贫瘠，从而形成一个死循环。村内青壮年流失，村庄“空心化”严重，亟待发展新型产业模式打破发展约束。

## 措施

**1. 组建“乡宿联盟”。**首先由政府、村社、龙头企业共同成立“乡宿联盟”，争取项目资金和农担贷款，用于村民房屋改建，使其达到中端精品农家乐标准。其次由“乡宿联盟”引入重庆民宿产业联盟，成立仙女山服务中心，把先进的民宿经营经验和其他旅游业态经营经验通过荆竹夜校形式传授给当地村民，带动村民共同发展乡村旅游，打造乡村精准扶贫和农家乐旅游接待样板。其三组建“乡宿联盟”电商平台，结合直播带货、“土货”

网红，用新手段为村民增收，与物流公司合作，成立荆竹村电商网点，解决物流快递问题，为村内乡村旅游注入新活力。

**2. 扩宽增收渠道。**一是壮大休闲农业。提档升级现有 30 个高山水果采摘园向观光、休闲、教育培训于一体的综合休闲农业园发展。同时搭建仙女山绿色水果销售平台，助推产品销量，实现当季水果售罄。二是推动传统农业改造提档升级。持续发展烤烟种植，推进荆竹现代烟草种植示范区项目向科技化种植、休闲观光、教育培训方向发展；发展高山蔬菜种植，积极推进有机蔬菜基地建设；保持厚朴、玄参等中药材在地面积种植，规划建设“百草园”中药基地项目。

**3. 挖掘乡村文化。**一是坚持旅游开发利用与



保护并重，建成非遗文化传习所保护和传承乡村非遗、民俗、乡村艺术；对蜡染、竹编、木叶吹奏、老咸菜制作、棕编制作、土陶传统制作、老醋传统制作、豆腐干传统制作、天然蜂蜜传统酿制、剪纸、碗碗羊肉等文化活动和非遗项目进行现场展示和体验，让游客零距离感受到乡村特色文化的魅力。二是保留“原汁原味”留住村魂。利用当地的老房子、古柴火灶、方桌竹椅、铜茶壶与青瓷杯等打造“归原茶馆”，向游客展示上世纪八十年代的农村民居风格和生活；改造“无有图书馆”，布置村史文化书籍和图册，村民和游客可以在此了解荆竹村的历史和发展文化。

## 成效

荆竹村产业发展和村民生活水平都有极大变化：人居环境得到进一步提升，“小洋房”数量明显增多；产业发展融入了旅游元素，从传统农业发展模式向农旅融合发展模式转变，丰富了荆竹村特色产业布局；吸引了更多游客和投资者到访荆竹村，带动荆竹村乡村旅游品牌发展和招商引资；村民衣食住行各个方面都有质的飞跃。据统计全村流转用地 2,400 余亩，全村年接待游客约 50 万人次。村民人均收入从 5 年前的 8,000 多元，上升到 18,000 多元，为 40 余户特困户摘掉了贫困的帽子。

## 经验与启示

### 1. 重视可持续发展。乡村在发展过程中，不



仅要考虑产业规模、项目绩效，更要在村内可持续发展上做文章。荆竹村发展的同时，一方面重视解决乡村用水、用电、交通等问题；另一方面因地制宜组建了由社会资本、原住民、政府和运营商共谋发展的乡宿联盟，通过打造旅游在地品牌 IP，进而带动农产品销售和加工，促进当地就业和发展，增加了村内发展活力。

**2. 增强可持续发展能力。**荆竹村以‘田园、庄园、乐园’三园模式’为发展思路，对应“自然、乡邻、文创”的理念，力图为古老村庄注入更多的活力。坚持“原汁原味”发展留住村魂，力争打造一幅恬淡自然浪漫的田园图景；同时坚持项目的乡村性、在地性和创造性，保持原乡生态、复合产业、跨界生活，构建理想生活模式，营造新型“生产、生活、生态”的场景，让村庄增强自己的生命，保证持续发展。

## 下一步计划

荆竹村将持续坚持“两山论”发展初心，持续深挖旅游资源，实施“旅游+”战略，大力谋划旅游研学、户外体验、农旅观光、亲子体验等创新旅居模式。通过自然、人文、旅居、康养、游乐五大艺术生活场景，持续构建“旅游景区+田园综合体+特色小镇+美丽乡村+特色产业园”的全新融合发展村，进一步辐射带动周边三产融合，促进产业转型，带动农民增收，助力乡村振兴。

## Jingzhu Village, Xiannushan Sub-district, Wulong District, Chongqing Municipality:

The primary, secondary and tertiary sectors “+ tourism” driving the transformation of the countryside



## Abstract

Jingzhu, a village in Xiannushan Sub-district, Wulong District of Chongqing, is a brand-new integrated development village that combines the scenic area with rural complex, the specialty town, beautiful countryside and specialty industrial parks. In recent years, with the goal of “injecting vitality into the countryside and arousing rural nostalgia,” it has vigorously promoted the integrated development of primary, secondary and tertiary sectors and tourism. It boldly explores the core development model of “tourism + N, and N + tourism,” and actively promotes the integrated development of tourism and agriculture, forestry, culture and commerce. With focus on creating a blueprint for long-term rural revitalization, it works hard on building a working system for promoting rural ecological progress, and adheres to the theory that “lucid waters and lush mountains are invaluable assets” while developing rural tourism with local characteristics. It has driven the development of surrounding villages and increased the income of households which have been lifted out of poverty, thus contributing to local rural revitalization.





## Challenges and Problems

Jingzhu is 22 kilometers away from the downtown of Wulong, and covers a territory of 34 square kilometers. It is home to 565 households of 2,084 people, divided into eight villager groups. The village is located in the subalpine hilly area, with the altitude between 800-1,300 meters. The local Karst topography is not good for water absorption in soil, and too dry to grow crops; it can only grow tobacco which can survive the poor soil quality. But the soil will harden after growing tobacco, and the more tobacco it grows, the poorer the soil quality is, hence a vicious cycle. What's worse, as the young and middle-aged fled for cities, the village was seriously hollowed out and was in urgent need of a new industrial development model to break the development constraints.

## Measures

**1. Form the rural homestay alliance.** First of all, the government, the village collective and the leading enterprises jointly set up the rural homestay alliance, to seek for project funds and guaranteed rural loans for the reconstruction of idle houses to meet the standards of middle-end agritainments. Secondly, the Chongqing Homestay Industry Alliance was introduced into the village via the rural homestay alliance, and the Xiannushan service center was set up to share good practices of homestay management and other tourism businesses to local villagers via the Jingzhu Night

School. The villagers are mobilized to jointly develop rural tourism, and build a model for targeted poverty alleviation and tourist-friendly agritainments. Thirdly, the rural homestay alliance set up an e-commerce platform to sell local specialty agricultural products at live-streaming sessions, and increase the income of villagers via the new means. It also works with the logistics company to set up an e-commerce service site in the village, which solves the express delivery problem for the villagers and injects new vitality into rural tourism.

**2. Expand income sources.** First, expand leisure agriculture. The existing 30 alpine U-pick orchards are upgraded to become leisure agricultural parks offering a diversity of services including sightseeing, leisure, education and training. At the same time the Xiannushan organic fruit sales platform is set up to help sell local fruits. All the fruits of the season are sold out on this platform. Second, promote the transformation and upgrading of traditional agriculture. It continues to



develop the cultivation of flue-cured tobacco, and develop cultivation, leisure tourism, education and training projects in Jingzhu Modern Tobacco Cultivation Demonstration Zone. It also cultivates alpine vegetables, and actively promotes the development of organic vegetable bases. The existing cultivation area of *Magnolia officinalis*, *Radix Scrophulariae* and other Chinese medicinal herbs is maintained. It also plans to build a Chinese medicinal herb base called Baicaoyuan.

**3. Explore the village’s cultural heritage.** First, pay equal attention to tourism development, utilization and protection of cultural heritage. An intangible cultural heritage center is established to protect and inherit rural intangible cultural heritage, folk customs and rural art. On-site displays and experience activities are organized for local specialty products and intangible cultural heritage items including batik, bamboo weaving, leaf blowing, the making of pickled vegetables, palm fiber weaving, earth pottery making, vinegar making, the making of dried bean curd, natural honey brewing, paper cutting, and the



cooking of bowls of mutton, so that visitors can feel the characteristic charm of rural culture at zero distance. The second is to keep the “original flavor” of the village. The Guiyuan Teahouse features old houses, ancient firewood stoves, bamboo chairs and square tables, copper teapots and celadon cups, to represent to visitors the way of life in rural residences in the 1980s. The Wuyou Library is renovated and displays books and atlases on the history and culture of the village, where villagers and visitors can learn about the history and culture of Jingzhu Village.

## Results

Jingzhu has seen tremendous changes to its industrial landscape and the living standards. The living environment is much improved, and the number of modern houses has obviously increased. Tourism elements are integrated into the industrial development, and it is transitioning from the traditional agricultural development model to the integrated development mode of agriculture and tourism, and has diversified its specialty industries. More tourists and investors are coming, which builds up Jingzhu’s brand as a tourism village and attracts investment from outside. Villagers have seen substantial improvement in their living standards ranging from clothing, food, housing and transportation. According to statistics, the village has transferred the land use right for more than 2,400 *mu* of land, and receives about 500,000 tourists every year. The per capita income has increased from more than RMB 8,000 five years ago to more than RMB 18,000, and more than 40 households are lifted from poverty.

## Experience and Inspirations

**1. Value sustainable development.** In the process of rural development, it's important to not only consider the industry scale and project performance, but also work hard to promote the sustainable development within villages. In its pursuit of development, Jingzhu has worked hard to solve the problems with water and electricity supply and improve transport conditions. Meanwhile, based on local conditions, it established a rural homestay alliance that brings together social capital, native villagers, local government and operators for common development. By building its own tourism brand, it drives the sales and processing of agricultural products, promotes local employment and development, and injects vitality into the development of the village.

**2. Enhance the capacity for sustainable development.** Jingzhu bases its development upon farmland, manors and paradise, corresponding to the concepts of “nature, neighborliness and the cultural & creative industry,” and strives to inject more vitality into this ancient village. It will keep the “original flavor” and the soul of the village, strive to create a tranquil, natural and romantic pastoral landscape. At the same time, it stresses that the projects must be rural, local and creative, to keep the original ecological environment, integrate industries and build a cross-sector lifestyle. It will build an ideal way of life and new scenes of “production, lifestyle, and ecological conservation,” so that the village can enhance its vitality and ensure sustainable development.



## Next Steps

Jingzhu will continue to adhere to the theory that “lucid waters and lush mountains are invaluable assets,” tap its tourism resources, implement the “tourism +” strategy, vigorously plan the development of study tours, outdoor experience, sightseeing agriculture, parent-child tours and other new tourism products. By developing five lifestyle scenes themed on nature, culture, resort, wellness and entertainment, it will strive to build itself into a brand-new integrated development village that combines the scenic area with rural complex, the specialty town, beautiful countryside and specialty industrial parks. It will continue to drive the integrated development of the primary, secondary and tertiary industries in the surrounding areas, increase farmers’ income, promote the transformation of industries, and boost rural revitalization.





# 云南普洱市澜沧县老达保村： 传承民族文化 彰显拉祜活力



## 摘要

云南省普洱市澜沧县老达保村拉祜族文化保留和传承完整，传统干栏式建筑保存完好，是一个典型的拉祜族聚集村，是国家级非物质文化遗产《牡帕密帕》的保护传承基地，是《快乐拉祜》唱响的地方。近年来，老达保村响应党中央脱贫攻坚、乡村振兴号召，依托独特的民族文化旅游资源，抓住文旅融合机遇，以民族文化促旅游发展、产业融合，以文化旅游促脱贫，走出一条符合村情、具有特色的扶贫振兴新路。

## 挑战与问题

老达保村地处边疆，距离澜沧县城 42 公里，是一个典型的拉祜族村寨，全村共有 114 户 482 人。这里满地都是文化“瑰宝”，但因交通落后、信息闭塞只能埋在山中。由于历史、自然地理等诸多原因，村寨基础设施建设滞后，经济发展缓慢。村民受教育程度低，许多村民一辈子都没有走出过大山，发展意识淡薄，思想观念陈旧，饱受贫困之苦。

## 措施

**1. 提升基础设施建设。**澜沧县整合各类资金累计 1,000 余万元投入老达保村，完善了村寨游览道路、旅游厕所、停车场、通电排水等基础设施建设，保护和提升改造特色民居，新建原生态歌舞表演广场，打造拉祜族文化传承馆及拉祜族民族民俗农耕文化展示区。如今老达保村脚下灰白石板路，眼前青瓦木板房，路边农耕文化墙，村容村貌有了明显改观。



**2. 打造民族演艺产业。**老达保村充分发挥拉祜人“会说话就会唱歌、会走路就会跳舞”和擅长吉他弹唱的天生优势，挖掘民族音乐文化，在村寨内整合打造了老达保快乐拉祜风情实景演出，演员均是当地村民，保持原汁原味的民族生态风情。老达保村成立了第一家由农民自发自创的澜沧老达保快乐拉祜演艺有限公司、以拉祜族歌舞表演为特色的民族民间“雅厄”艺术团表演队、民族民间原生态组合“达保五兄弟”“达保姐妹”等，这些演艺团体到全国各地演出，展示拉祜文化的独特魅力，让拉祜文化走向全国，走出海外。





**3. 宣传老达保旅游品牌。**老达保村积极发挥主流媒体优势，联合多家媒体、多个平台积极宣传民族文化，展现老达保旅游新形象，通过抖音+微博+“游云南”同步传播，活动相关短视频全网播放量已超 230 万。老达保村作为普洱市重点发展的旅游区，不仅在“一部手机游云南”平台上有慢直播展示，也被作为全市主推的“绿三角”旅游线路重要内容推向旅游市场。此外，2013 年电影《回到爱开始的地方》，2020 年综艺节目《乘风破浪的姐姐》均选择老达保村作为拍摄场地，系列推广活动使老达保的知名度飙升，影响力扩大，品牌效应显著。

## 成效

2019 年老达保景区成功创建国家 3A 级旅游景区。拉祜族歌舞表演拉动村民实现共同致富。自 2013 年至今，老达保快乐拉祜演艺有限公司完成就地演出 930 余场次，受邀演出 337 余场次，实现演出总收入 465.36 万元，接待游客 13.85 万人次，演艺人员年人均分红达 2 万余元。老达保村内已有 4 家民宿客栈，近 10 家农家乐，游客欣赏完拉祜族歌舞，还能品尝拉祜烤肉、拉祜包烧鱼，感受传统的干栏式建筑民宿，体验原汁原味的拉祜族文化生活。2020 年末，老达保村民小组农村经济总收入已经达到 720 万元，人均可支配收入 14,314 元，92 户 387 人建档立卡贫困人口实现脱贫，全村顺利实现脱贫，成为远近闻名的文化助推脱贫典范。



## 经验与启示

**1. 因地制宜靠文化发展发挥优势。**澜沧作为全国唯一的拉祜族自治县，是云南民族文化极具代表性的地区之一，是拉祜文化的主要发源地和承载地。文化产业不仅是环保可持续发展，更是承接了繁荣民族的光荣使命。老达保村民小组是国家级非物质文化遗产《牡帕密帕》的保护传承基地之一，通过“公司+农户”发展模式，带领村民组织老达保快乐拉祜原生态实景演出，创作芦笙歌舞系列 83 套、摆舞系列 99 套、民间歌曲 100 余首，使老达保成为普洱“绿三角”原生态旅游区的精品旅游目的地，让每一位到过老达保的游客流连忘返。

**2. 以点带面靠村民参与共同致富。**老达保村民有民族民间传统文化传承人 9 人，其中国家级 3 人和省级 1 人；有民间文艺表演队（雅厄民间艺术团）1 个，表演队有 250 多人，民族原生态组合 2 个（达保五兄弟、达保姐妹）。通过演艺公司组织的演出，全村村民都有参与，大家都能分享到开展旅游活动带来的实际利益，既提高了大家参与演







出、创作的积极性，也将少数民族特色文化自发自觉地保护、传承和发展下去。

### 下一步计划

一是进一步加强村民自治的积极性和主动性。立足村寨民族文化资源优势，坚持在开发中保护，在保护中发展，宣传、教育和鼓励村民实行特色民居保护和遵守村规民约，走出一条有特色、可持续的民族文化产业之路。二是进一步提升旅游开发水平。根据老达保旅游资源的空间分布特点、开

发现状和未来发展趋势，充分整合该村及周边的旅游资源，循序渐进，立体开发和创新旅游产品，优化产业结构。三是进一步升级旅游发展模式。顺应普洱市将老达保打造成为哈列贾乡村音乐小镇的规划指引，深挖村寨特色旅游资源，以老达保乡村旅游发展为核心向周边延伸，结合周边山水田园风光，发展更为丰富的乡村旅游业态，扩大旅游业发展成果，进一步带动村民增收致富，使老达保快乐拉祜成为蜚声国内外的一张名片。



# Laodabao Village, Lancang County, Puer City, Yunnan Province:

Inheriting national culture and showing Lahu people's vitality



## Abstract

Laodabao, a village in Lancang County, Pu'er of Yunnan Province, is a typical enclave of Lahu ethnic minority, with well-preserved culture and traditional *ganlan* architecture (pile-built dwellings). It is the protection and inheritance base of the national intangible cultural heritage *Mupamipa – Creation Myths*, a long epic of creation of the Lahu ethnic minority, and where the folk song “Happy Lahu” is sung. In recent years, Laodabao has responded to the call of the CPC Central Committee for poverty alleviation and rural revitalization, based on its unique national cultural and tourism resources, seized the opportunity of culture-tourism integration, promoted tourism development and industry integration with Lahu culture, reduced poverty through cultural and tourism development, and blazed a new path of poverty alleviation and rejuvenation with its own characteristics and in line with its conditions.



### Challenges and Problems

Laodabao is a border village, 42 kilometers away from the county seat of Lancang. It is a typical Lahu enclave, with a total of 114 households of 482 people. It is full of cultural treasures which are unknown to the outside world due to poor transport and information infrastructure. For historical reasons and natural and geographical constraints, its infrastructure construction lags behind and economic development is slow. The villagers are poorly educated, and most of them have never walked out of the mountain. They lack the development mindset, and are conservative and poor.

### Measures

**1. Improve infrastructure conditions.** Lancang raised over RMB 10 million from various sources and invested in Laodabao. It improved local infrastructure such as tourist roads, tourist toilets, parking lots, electricity and drainage pipelines, protected and upgraded characteristic residential houses, built the singing and dancing square, the Lahu culture heritage hall and the Lahu folk

customs and farming tradition exhibition area. In today's Laodabao, there are grey flagstone roads, green-tiled wooden houses and bulletin boards introducing local farming tradition on the roadside. The appearance of the village has been significantly improved.

#### **2. Build a national performing arts industry.**

Lahu people are known for their natural gift in singing and dancing – as a local saying goes: “Anyone who knows how to speak can sing, and anyone who knows how to walk can dance,” and they are especially good at guitar playing. Tapping this advantage, the village uncovers Lahu's national music and produces the open-air performance of “Happy Lahu” with local villagers as the performers, to keep the original Lahu flavor. It has successively established Lancang Laodabao Happy Lahu Performing Arts Co., Ltd. – the first of its kind initiated by farmers, the “Ya'e” performing troupe specialized in performing Lahu songs and dances, the vocal groups the Dabao Five Brothers and the Dabao Sisters. They give performances throughout the country to show the unique charm of Lahu culture and introduce it to the rest of the country and the world.

#### **3. Market Laodabao as a tourist destination.**

Laodabao actively gives play to the advantages of mainstream media, cooperates with many media organizations and platforms to actively promote Lahu culture and build up its image as a tourist destination. The marketing activities were launched simultaneously on Douyin, Weibo and the Go Yunnan app, and related short videos have attracted more than 2.3 million views on the Internet. As a key tourism area of Pu'er city, Laodabao has a slow live-streaming session on the “Go Yunnan”





platform, and is marketed to tourists as an important part of the “Green Triangle” tourist route. In addition, it was chosen as a shooting location for the 2013 film “A Moment of Love” and the 2020 variety show “Sisters Who Make Waves.” The marketing activities have significantly increased Laodabao’s popularity, influence, and brand effect.

## Results

In 2019, Laodabao Scenic Area was designated as a national AAA tourist attraction. The performances of Lahu ethnic song and dance have increased the income of villagers and contributed to common prosperity. Since 2013, Laodabao Happy Lahu Performing Arts Co., Ltd. has presented more than 930 performances in the village, and more than 337 performances outside upon invitation for 138,500 tourists, with the performance revenue totaling RMB 4,653,600, and the annual per capita dividend for performers of more than RMB 20,000. The village has four inns and nearly 10 agritainments. After enjoying Lahu ethnic songs and dances, tourists can enjoy the Lahu-style barbeque and roast fish, appreciate the traditional *ganlan* buildings, and experience the most original Lahu culture and way of life. By the end of 2020, the total rural economic income of the Laodabao’s villager



group had reached RMB 7.2 million, with the per capita disposable income of RMB 14,314, and all the registered impoverished 92 households of 387 people had been lifted out of poverty; the village as a whole had shaken off poverty and become a well-known model village in poverty reduction through cultural advancement.

## Experience and Inspirations

**1. Seek development by taking advantage of cultural heritage and adapting to local conditions.** As the only Lahu autonomous county in China, Lancang is one of the most representative areas of Yunnan’s multi-ethnic culture and the main cradle and container of Lahu culture. The cultural industry is green and sustainable,



and more importantly tasked with the glorious mission of national prosperity. The Laodabao villager group is one of the bases for the protection and inheritance of the state-level intangible cultural heritage *Mupamipa*. Through the development model that involves the company and rural households, it organizes the villagers to present the open-air performance of “Happy Lahu,” and has created 83 Lusheng songs and dances, 99 Baiwu dances and more than 100 folk songs, making Laodabao a boutique destination in the ethnic tourism area of “Green Triangle” in Pu’er, and enchanting every visiting tourist.

**2. Engage the villagers to promote common prosperity.** Laodabao has 9 certified inheritors of traditional national and folk culture, including 3 at the state level and 1 at the provincial level. There is also a folk performance team (“Ya’e”) of over 250 members, and 2 ethnic vocal groups (the Dabao Five Brothers and the Dabao Sisters). All the villagers are engaged in the performances organized by the performing arts company, and all could share the actual benefits brought by the tourism activities. This has not only bolstered their enthusiasm for performing and artistic creation, but also inspired them to voluntarily protect, inherit and develop Lahu ethnic culture.

### Next Steps

**First,** strengthen the enthusiasm and initiative of villagers’ autonomy. Based on its advantageous ethnic and cultural resources, Laodabao will continue to advance development and protection simultaneously, educate the villagers on the protection of characteristic residences and compliance with village rules and regulations, encourage



them to do so, and find a unique and sustainable way to develop the ethnic culture industry.

**Second,** improve the level of tourism development. Considering its characteristics of spatial distribution, current development status and future development trend of tourism resources, Laodabao will fully integrate the tourism resources in and near the village, develop original tourism products step by step, and optimize the industry structure.

**Third,** upgrade the tourism development model. In line with Pu’er’s guidelines for building Laodabao into a “Haliejia” (meaning “happy” in Lahu language) country music town, it will further explore the characteristic tourism resources, extend the rural tourism industry to surrounding areas with Laodabao at the center, and combine the natural landscape and pastoral scenery in the surrounding areas to diversify the rural tourism industry. It will expand the achievements made in tourism development, increase agricultural output and villagers’ income, and build up the domestic and international reputation of “Happy Lahu” in Laodabao.

# 浙江嘉兴市乌镇乌村： 乡村休闲度假旅游新模式



## 摘要

浙江省嘉兴市乌镇乌村项目总投资2.5亿，总面积450亩，新增房屋建筑约1,800平方米，农业占地约23,000平方米。全村打造集生态饮食、田园乡村情趣、互动体验于一体的个性化、定制化、多元化的田园休闲度假旅游。乌村旅游围绕江南农村村落特点，内设住宿、餐饮、娱乐、休闲活动等一系列配套服务设施，采用一价全包的体验模式，一键预定即可打包吃住行和20多项免费体验项目，颠覆了乡村旅游的传统模式。乡村旅游不再是简单的“农家乐”，把单纯的“乡村一日游”变成“乌村深度游”，同时配套优质服务、精细化管理，乡村旅游从卖门票、卖餐饮这样单一的商业模式，变为“卖时间”，为其周边5,000万居住于上海、杭州、苏州等城市的度假客人打造独有的乡村旅居体验。



## 挑战与问题

乌镇乌村毗邻京杭大运河，自然生态环境良好，但村庄交通闭塞，产业经济基础薄弱。现有乡村旅游品质较低，基础设施不完善、经营管理粗放、服务意识薄弱，难以形成持续的良性发展。在乌村项目启动前，村民住房多为自建，传统民居坍塌，建筑构架脆弱，霉变腐朽状况严重，建筑风格参差不齐；污水排放、消防、电力等基础设施严重缺乏，配套薄弱，人居环境较差。

## 措施

**1. 在规划保护上，对传统乡村格局保持最大尊重。**乌村的景观修复与保护遵循“修旧如旧”、“历史遗产再利用”的原则，保留村庄原有风貌，对道路的建设用材保持原真，依据原有村道宽度建设；重新梳理民居前园菜地、藕塘、垂钓池等，整治淤塞的河道、田间小路，完整呈现出 60、70 年代江南村落的风貌。乌村对民居的修复，保持原有



民居的结构状态，利用回廊、天井、过道等元素将几幢民居链接在一起，形成一个组团，再用院落小景观和室内的主题元素诠释不同的组团概念。

**2. 在景观修复上，功能分区动静分离新旧融合。**乌村基本保留原有民居，形成特色组团，该板块功能以“静”为主，建筑以“修旧”和“补旧”为主；住宿板块的外围拓展区域形成休闲娱乐体验、美食中心等配套板块，该板块功能以“动”为主，建筑以“新建”为主。这些新建区域的建筑和景观总体都与乌村固有的乡野自然风貌融合，浑然





一体，达到视觉统一，建筑也成为乡村旅游的重要风景线。

**3. 在业态开发上，变单一乡村观光游为深度乡村休闲度假游。**乌村项目业态开发不再是单纯的乡村观光游，不以单纯扩大游客数量为目标，而强调二日游及多日游的深度体验度假旅游，发展度假经济。乌村的田园风光、运河文化、农耕文化及众多休闲娱乐体验和各色美食体验，以及垂钓、射箭、篝火晚会、民俗课堂、研学等多种娱乐项目，把单纯的“乡村一日游”变成“乌村深度游”，摆脱门票经济，成功转型乡村休闲度假体验。

**4. 在经营模式上，推出“一价全包”和首席礼宾官陪伴模式。**乌村在经营上实行一价全包，它是集吃、住、行、游、购、娱活动为一体的一站式乡村休闲度假项目，在销售上实行一价全包，只需要一次付费，免除旅游途中多次付费的困扰，不带钱包轻松畅游乌村。乌村同时推出首席礼宾官，为游客提供面对面的近距离综合服务，与游客一起互动参与各项活动，带游客深入体验乌村乡村文化及休闲娱乐活动，变单一的“以我为主”的旅游观光体验为多角度的交互性多元体验。

## 成效

乌镇充分利用本地要素禀赋开发运营旅游，为当地农民创造就业机会，形成了可复制可推广的典型经验做法。村里保留大量的农耕种植区域，农业从业者全部为乌村原住农民，景区的船工也多为当地渔民。目前乌镇景区已直接提供近 4,000 个就业

岗位，其中 80% 以上为乌镇本地人。对于青壮年以及高校毕业青年，创造更多的就业机会、就业平台甚至是创业平台，令其能“回巢创业就业”。乌镇旅游直接和间接带动就业超过 5 万人，辐射带动其他村组的旅游发展，助力乌镇全域旅游的发展，积极推动了地方经济。

## 经验与启示

**1. 创新行业模式。**在乡村旅游开发中需要注重重构旅游资源、历史遗产、村民与企业关系，分步骤整治环境和改造民居，形成可持续的“旅游生产型”发展之路。同时深入分析乡村旅游的行业痛点，突破单一的农家乐，融合传统农耕文化与现代休闲体验，打造一站式和一价全包式田园旅居休闲体验，塑造品牌核心竞争优势。

**2. 注重服务互动。**服务创造价值，社交互动是复游的种草。旅游是综合体验，乌村首席礼宾官是集导游和活动指导、参与等服务为一身的专业人员，带游客“入乡随俗”，体验高质量旅游，更容易获得游客青睐，同时社交关系的建立让游客在离开之后依然有所“关联”，实现复游的种草。

## 下一步计划

**1. 深度开发研学产品。**围绕“双减”政策的实施，开发亲子俱乐部、研学等新产品。利用乌村







人文、戏剧、互联网的环境，创新打造互联网、戏剧、国学类夏令营，提供丰富多彩、寓教于乐的活动。深挖乌村文化，通过传统文化的多样化呈现方式，吸引不同客群，将客群细分，提供定制化产品和特色服务。如以桃园的桃林、竹园的竹林等作为植物科普基地；“米仓”“磨坊”“酒巷”组团作为农事文化体验点；在“渔家组团”展呈现养鱼、捕鱼等渔业文化；“知青年代组团”记录知识青年上山下乡的文化。

**2. 深度拓展消费空间。**2022 年，乌村稻舍乡村度假酒店将投入使用，乌村客房量将提升至500间以上。在扩容增量的同时，在客房、餐饮和康体等产品方面将为客人提供更多附加服务、品质服务

和增值服务，将通过提高产品性价比和市场竞争力来提高获客能力，进一步拓展乌村的消费空间。

**3. 深度追赶互联网科技红利。**乌村依托世界互联网大会永久会址落户乌镇的地缘优势，大力发展5G与虚拟现实技术运营于日常运营之中。提升数字智能应用水平，发展智慧旅游，创新发展基于5G、虚拟现实、人工智能等新一代技术的沉浸式体验型文化和旅游消费内容，加速乡村旅游与科技、文化、艺术、时尚的深度融合，不断为游客带来全新消费体验，不断为股东创造更多的投资收益，不断为助力乡村振兴贡献力量。





# Wucun Village, Wuzhen Town, Jiaxing City, Zhejiang Province:

A new model of rural leisure and vacation tourism



## Abstract

The Wucun Project involves an investment of RMB 250 million, and covers an area of 450 *mu*. The newly-built floor area is about 1,800 square meters, and the agricultural area about 23,000 square meters. The aim is to turn the whole village into a personalized, customized and diversified rural leisure and vacation destination offering organic food, rural lifestyles and interactive experience. Centering on its characteristics as a typical village in the south of the Yangtze River, Wucun offers a complete range of supporting service facilities such as accommodation, catering, entertainment and leisure activities, and all-inclusive package deals to visitors, and more than 20 free experiential activities, a distinction from the traditional mode of rural tourism. Here, a rural tour is no longer an agritainment on the surface; instead the one-day tour is an in-depth tour around Wucun. Meanwhile with high-quality supporting services and refined management, the rural tourism industry has changed from the old business model of selling tickets and meals to that of selling “quality time,” and offers a unique rural lifestyle experience for 50 million city dwellers from Shanghai, Hangzhou and Suzhou.



### Challenges and Problems

Wucun is adjacent to the Beijing-Hangzhou Grand Canal, and boasts a good ecological environment, but it used to be difficult to access and its industrial economy had a weak foundation. Its rural tourism industry used to be of low quality, with backward infrastructure, extensive management and weak sense of service, which made it difficult to realize a sustainable and benign development cycle. Before the Wucun Project was launched, most of the village's houses were built by farmers themselves. Traditional residences collapsed, the structure of the buildings was fragile, moldy and decayed, and it was common for villagers to demolish or renovate the buildings without government approval. The architectural style also differed. What's worse, infrastructure such as sewage pipelines, fire protection facilities and electric

power lines were seriously insufficient, the supporting environment was fragile, and the living environment was poor.

### Measures

**1. In terms of planning, the traditional spatial layout of the village was preserved as much as possible.** The landscape restoration and conservation followed the principles of “keeping the old-style appearance of old buildings” and “reusing historical heritage,” and most of the original fabric of the village was kept. The original look of the village was preserved. The original construction materials were used for road building, and new roads were built as wide as existing village roads. Existing vegetable fields, lotus ponds and angling ponds in front of residential houses were improved, and the silted rivers were and fields were cleared. As a result, the village on the whole has kept the original look typical in the south of the Yangtze River in the 1960s and 1970s. For the restoration of residences, the original structure was preserved, and several residences were connected by corridors, courtyards and aisles, etc. to form a cluster. Each cluster features a distinct courtyard landscape and indoor decoration theme.

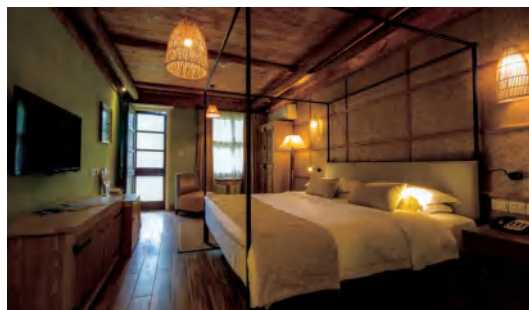
**2. In terms of landscape restoration, functional zoning was clear, and the modern-day and old styles were harmonized.** In Wucun, the original residential



buildings are basically preserved, forming a distinct cluster featuring the old-style historical buildings for “static” functions. The extended peripheral area of the accommodation zone is for leisure and entertainment activities and a food court, and featuring modern-day new buildings for “dynamic” functions. The architecture and landscape of the newly-built area are generally integrated with the natural rural landscape of Wucun, thus to form a uniform visual identity, so that the buildings also become an important part of rural sightseeing.

**3. In terms of business development, diversifying the rural sightseeing tour into an in-depth rural leisure and vacation tour.** Unlike previous tourism development projects, the Wucun Project is not just about rural sightseeing, or the number of arriving tourists; instead it emphasizes two-day & multi-day tours for an in-depth visitor experience to develop the vacation economy. Even in just one day, you’ll be able to appreciate the village’s pastoral scenery, canal culture, farming culture and enjoy many leisure and entertaining activities including angling, archery, bonfire party, folk-custom lectures, and study tours, to gain a deep understanding of the village. In this way, Wucun tries to get rid of the ticket economy and focus on providing a rural leisure and vacation experience.

**4. In terms of business model, the all-inclusive package deals and the Chief Protocol Officer (tour guide service) are introduced.** Wucun is a one-stop rural leisure and vacation destination offering catering, accommodation, transport, sightseeing, shopping and entertaining services. Its all-inclusive package deals save you the trouble of making payments during the trip and allow you to travel worry-free. Meanwhile, the Chief



Protocol Officers provide face-to-face comprehensive services for tourists, participate in various activities with tourists, and take tourists to engage with the rural culture and recreational activities, thus changing the visitor-focused experience into a multi-angle interactive, diverse experience.

## Results

Wuzhen makes full use of local factors and natural endowments to develop and operate tourism, creates employment opportunities for local farmers, and accumulates good practices that are replicable and promotable. There are a large number of farming areas in the village. All the agricultural workers are native farmers in Wucun, and most of the boatmen in the scenic spot are local fishermen. Wuzhen Scenic Area has directly provided nearly 4,000 jobs, of which more than 80% are taken by Wuzhen locals. For the young and middle-aged and college graduates, it has created even more employment opportunities, employment platforms or even entrepreneurship platforms, to attract them to Wuzhen to work and start their own business. The tourism industry in Wuzhen has directly and indirectly created more than 50,000 jobs, driven the development of tourism in other villager groups and even the whole region, and actively promoted local economic development.

## Experience and Inspirations

**1. Introduce new business models.** In the development of rural tourism, it is necessary to pay attention to the reconstruction of residences as tourism resources, the re-use of historical heritage, the re-





construction of the relationship between villagers and enterprises, the step-by-step improvement in the environment and the renovation of dwellings, so as to form a sustainable development pattern driven by tourism and embark on the road to sustainable development. At the same time, in-depth analysis is conducted on the pain points facing rural tourism, more contents are added to it besides farm stay, and the traditional farming culture and modern leisure experience are incorporated to create a one-stop all-inclusive rural vacation and leisure experience, and build the core competitive edge of the brand.

**2. Value interaction with visitors.** Service creates value, and social interaction will sow the seed for repeat visits. Tourism is a comprehensive experience. The Chief Protocol Officers are professionals who not only guide the tour and activities but also engage with activities, and deliver a high-quality tourist experience for visitors by observing local customs. They are more likely to bond with tourists in the course, and such bonds will continue even after tourists leave, and might lure them to come back again in the future.

### Next Steps

**1. Develop study tours.** Under the “double reduction” policy, which aims to ease the burden of excessive homework and off-campus tutoring for students in compulsory education, Wuzhen shall develop products such as parent-child clubs and study tours. It can make use of the cultural, drama and Internet environments in Wucun to open summer camps themed on the Internet, drama and traditional Chinese culture, and organize colorful, interesting educational activities. It shall dig deep into Wucun culture, attract different customer groups by presenting different components of traditional culture in different ways, and provide customized products and services for different customer groups. For example, the peach orchard and the bamboo forest can serve as the bases for plant science popularization; at the cluster zone of the granary, mills, and the wine alley, visitors can try different kinds of farming activities; the “Fishermen’s Cluster” may exhibit the fish farming and fishing culture;



and the cluster zone dedicated to the educated youth in the 1960s and 1970s will take visitors back to the old days of the educated youth going to the mountains and the countryside.

**2. Expand the consumption space.** In 2022, the Wucun Daoshe Resort Hotel will be put into use, and the number of rooms in Wucun will be increased to more than 500. More extra, high-quality and value-added services will be provided to guests, including room services, catering and fitness services. It will improve the ability to receive customers by improving the price performance and market competitiveness, and further expand the consumption space of Wucun.

**3. Catch up with the era of Internet and harvest the technology dividends.** As Wuzhen becomes the permanent hosting site of the World Internet Conference, Wucun shall vigorously develop 5G and virtual reality technology and apply them to day-to-day operations. Specifically, it shall improve the application level of digital and intelligent technologies, develop intelligent tourism, and develop immersive experience-based cultural and tourism consumption products based on new-generation technologies such as 5G, virtual reality and artificial intelligence. It shall move faster to integrate rural tourism with science, technology, culture, art and fashion, and continuously bring new consumption experience to tourists, create more returns for shareholders, and contribute to rural revitalization.

# 广西柳州市三江侗族自治县： 程阳八寨景区文旅融合打造侗族文化 深度体验区



## 摘要

广西壮族自治区柳州市三江侗族自治县位于桂湘黔三省交界，是全国侗族人口最多、保留民族风情最完整的侗族自治县。近年来，该县通过挖掘侗族村落原生态自然环境及侗族文化资源，打造中国最大的侗族文化旅游景区程阳八寨，积极探索“百姓富、生态美、乡村兴”的旅游产业发展新路子，成为民族地区文旅赋能助力乡村振兴的新示范和新样板。

## 挑战与问题

三江侗族自治县地处偏远山区，经济基础薄弱，旅游业起步相对较晚。程阳八寨景区是该县首家国家4A级景区，距县城14公里，下辖八个风貌独特的原生态侗族村寨，一万多侗民，是世界最大的侗族聚集自然村寨。程阳八寨拥有特色鲜明的侗族木构建筑和文化遗存，是中国侗族原生态文化保存最完整的地区之一，被誉为侗寨文化活态博物馆。2017年三江侗族自治县成为全国首个少数民族县级动车始发站，依托高铁便利正式步入粤桂湘黔3小时旅游经济圈，程阳八寨景区旅游产业实现快速发展。景区提档升级建设与知名度不断攀升的同时，景区运营发展与村寨保护和人居环境之间的矛盾、建设项目投入不足、民族文化沉浸式体验不够、旅游商品开发程度相对较低、产供销一体化的产业链不成熟、尤其是本地村民参与度和支持度不高问题亟待突破。

## 措施

**1. 探索社区型景区管理新模式。**当地政府引进广西旅游发展集团合力打造程阳八寨景区，以“政府主导、景区联合、部门联动、镇村参与、合力创建”模式，实行政府+社区+公司的“三位一体”管理。程阳八寨把生态宜居宜游作为落脚点，深入开展村庄环境整治；建立景区居民“积分管理模式”，利用积分评比激发居民积极性，强化居民参与景区保护、经营与管理的自觉性和责任感，促进村寨干净整洁有序，营造温馨舒适、文明和谐的村庄生活环境和景区旅游环境。

**2. 提升景区旅游基础设施。**以创建国家5A级景区为目标，政府、企业共投入程阳八寨景区保护与发展、基础设施建设与运营管理等资金约10多亿元，实施通景公路、游客服务中心、停车场、旅游厕所、标识系统、智慧旅游、管网三线地下、民居风貌提升等项目，景区面貌焕然一新。其中景区智慧旅游大数据中心与村寨社区管理相辅相成，接

待服务水平得到全面提升，游客满意度显著提高。

**3. 展现文旅融合“新侗力”。**紧紧围绕“文化搭台，旅游唱戏”的文旅融合发展趋势，深度挖掘丰富的侗族文化和侗族风情资源，紧扣“千年侗寨，秘境程阳”主题，精心打造极具侗族特色的情景演出项目《月也侗乡》《侗恋程阳》。开展“非遗+旅游”，建设一批极具侗族代表性的木构、侗画、侗茶、侗酒和银饰等非遗展馆，打造侗服、侗医、侗遗、侗戏、侗款“五侗”民族文化特色亮点。

**4. 推进景区乡风文明建设。**开展村寨内美食、美宿、最美厨娘、特色购物店、特色餐饮店和文明示范户等评比活动，以多耶、侗戏、侗款、侗族琵琶歌等村民喜闻乐见的文化传播方式，引导改变群众生活习惯。对程阳八寨全覆盖进行交通整治、环境卫生综合治理和市容市貌治理，确保景区秩序井然有序，提高游客体验满意度。







## 成效

景区鼓励和支持有条件的农户开办农家乐、采摘园、风情园、乡村民宿等 226 家，带动培育 3 个侗族百家宴基地，提供演员、导游、保安和保洁员等就业岗位 280 个，带动 3,000 多名群众创业就业，促进境内的平岩村、程阳村和平铺村等三个行政村建档立卡贫困户 544 户 2,214 人全部脱贫。2020 年，程阳八寨景区通过国家 5A 级景区景观质量评审，是广西首个民族村寨型国家 5A 级景区。2021 年，程阳八寨景区成为广西重点打造的文化旅游乡村振兴示范项目，三江侗族自治县成为广西文化旅游产业高质量发展引领乡村振兴改革集成试点、国家乡村振兴重点帮扶集成示范县。

## 经验与启示

**1. 调动村民促进景区和谐。**民族团结关乎发展大局，关系社会稳定。程阳八寨景区内居住着 1 万多名侗族人民，景区的发展得益于丰富多彩的民族文化，以及和谐稳定的社会环境。程阳八寨推行社区型景区管理模式，建立景区居民“积分管理

模式”，利用积分评比激发居民积极性，强化居民参与基层治理的自觉性和责任感。

**2. 联农利农深化旅游兴农。**坚持把产业兴旺作为关键点，大力实施“旅游+”战略，在培育乡村产业、带动群众增收、推动乡村振兴上下功夫。依托特色民族文化资源优势，打造乡村休闲旅游、乡村研学旅游、红色研学旅游、乡村观光农业旅游等品牌，鼓励和支持有条件的农户参与景区业态经营。

**3. 提升乡村绽放景区魅力。**把生态宜居作为落脚点，深入开展村庄环境精细化管理，持续开展



“程阳八寨景区保卫战”，制定《程阳八寨景区社区共建方案》，进一步激发村民保护环境的内生动力。优化旅游沿线风景，切实加强景区民居风貌、田园景观、核心区及河道景观的改造和治理，打造生态宜居侗族村寨，营造温馨舒适、文明和谐的村庄生活环境和景区旅游环境。

### 下一步计划

坚持牢固树立“绿水青山就是金山银山”的理念，进一步发展乡村旅游产业，坚持企业主体、市场运作、政府引导和扶持，促进村民自身发展动力，不断提升乡村旅游对乡村振兴的推动力和支撑力。一是狠抓文旅融合。以侗族风情为吸引点，农耕民俗文化体验为基础，民宿体验、自驾旅游、研学旅游为主线，不断丰富乡村旅游产品，打造特色乡村旅游品牌和中国侗族文化深度体验区。二是狠抓项目开发。继续深挖侗族民俗文化、历史红色文化资源等，持续开发新业态产品，增加景区观光小火车接驳、汽车营地、研学营地、萨岁文化、茶文化体验园、岩龙岭登山观景扶梯等体验



项目。三是狠抓景区管理。强化景区社区精细化管理，扎实推行积分管理制度。四是狠抓旅游宣传。常态化开展程阳八寨景区宣传工作，形成信息动态实时宣传，提升程阳八寨景区知名度。



# Sanjiang Dong Autonomous County, Liuzhou City, Guangxi Zhuang Autonomous Region:

Chengyang Eight Villages Scenic Area integrating culture and tourism to build a Dong culture experience zone



## Abstract

Sanjiang Dong Autonomous County of Liuzhou City is located at the junction where Guangxi meets Hunan and Guizhou. It has the largest Dong population and the best-preserved Dong customs among China's autonomous counties. In recent years, based on the natural environment and cultural resources of Dong villages, it has developed Chengyang Eight Villages Scenic Area into the largest Dong culture-themed scenic area in China, and actively explored a new way of tourism development that will "enrich the people, improve the ecological environment and promote rural prosperity." It has become a new demonstration zone and model for boosting rural revitalization with culture and tourism in ethnic minority areas.





### Challenges and Problems

Sanjiang Dong Autonomous County is remotely located in a mountainous area with a weak economic foundation. Its tourism industry is relatively young. Chengyang Eight Villages Scenic Area is its first national AAAA tourist attraction, 14 km from the county seat. Within its jurisdiction are eight smaller Dong villages with distinct features and a combined Dong population exceeding 10,000, making it the world's largest natural village populated by Dong people. It also boasts distinct Dong-style timber-framed buildings and cultural relics. It is one of the areas where the Dong culture in China is best preserved, hence the reputation as the living museum of Dong culture. In 2017, Sanjiang became the first autonomous county to host an EMU train departure station in China. The high-speed railway has included it into the Guangdong-Guangxi-Hunan-Guizhou three-hour economic circle, and the tourism industry in Chengyang Eight Villages Scenic Area has since taken off. Despite the upgraded infrastructure and growing reputation, the scenic area still faced many bottlenecks to its development: conflicts between scenic-area operations and development and village conservation and the living environment, the inadequate investment in development projects, the lack of immersive experience of ethnic cultures, the relatively

low quality of tourism products, the lack of integration of production, supply and marketing along the industrial chain, and especially the lack of interest in and support for tourism development among local villagers.

### Measures

**1. Explore a model for community-based scenic area management.** Guangxi Tourism Development Group was introduced and worked with the local government to develop the Chengyang Eight Villages Scenic Area under a government-led model that involves competent authorities and local townships and villages. Local government and community join the company in managing the scenic area. Great efforts were made to improve the village environment, to create an eco-



friendly, livable and tourist-friendly destination. It has established a “points-based management model” to engage local residents in protecting the environment and maintaining the good business order in the scenic area, so as to keep the villages clean and tidy and create a warm, comfortable, civilized and harmonious rural living environment and tourism environment.

**2. Upgrade the tourist infrastructure.** Aimed to make Chengyang Eight Villages Scenic Area a national AAAAA tourist attraction, local government and enterprises have invested more than RMB 1 billion in the conservation, development, infrastructure construction and operations of the scenic area, built highways, the tourist service center, parking lots and tourist toilets, installed the signage system, and developed intelligent tourist services. The water, electricity and gas supply pipelines are all moved underground, and the appearance of residential dwellings is beautified. The scenic area has taken on a brand new look. In particular, the scenic area’s big data center for intelligent tourist services and village community management complement each other. The



scenic area’s tourist services have been comprehensively improved, the tourism environment is comfortable and orderly, and the satisfaction of tourists has been significantly improved.

**3. Integrate culture and tourism to show the charm of Dong village.** Riding on the development trend of culture-tourism integration, Sanjiang has deeply explored the rich resources of Dong culture and customs, and produced and staged the open-air live shows of strong Dong flavor: “Yueye Dong Village,” and “A Love Story in Chengyang.” By incorporating intangible cultural heritage into the tourism industry, it has built a number of intangible cultural heritage exhibition halls dedicated to timber-framed architectures, Dong paintings, Dong tea, Dong wine and silver ornaments, highlighting five cultural elements: Dong costumes, Dong medicine, Dong heritage, Dong opera and Kuant Cix, an oral form of poetry.

**4. Improve social etiquette and civility in the scenic area.** Evaluations are organized to select the best restaurants, homestays, female chefs, specialty shops, and model households. Meanwhile, Doye dances, Dong operas, Kuant Cix and Dong *pipa* songs are employed to advocate healthier lifestyles to the locals. In all the eight villages of Chengyang, Sanjiang has improved the traffic conditions, environmental sanitation and village appearance, to keep the scenic area in good order and improve the tourist experience.

## Results

The scenic area encourages and supports farmers, when conditions permit, to operate farmstays, fruit/vegetable picking gardens, sightseeing gardens, and homestays. It has cultivated three Dong-style hundred-feast bases, and promoted the rapid development of homestay, catering, specialty stores, tea and other industries. It has created







280 jobs for performers, tour guides, security guards and cleaners. There are nearly 226 homestays, restaurants and specialty shops of different sizes, engaging more than 3,000 people in employment and start-up business. All the 544 registered poor households of 2,214 people in three administrative villages of Pingyan, Chengyang and Pingpu have emerged from poverty. In 2020, Chengyang Eight Villages Scenic Area passed the quality evaluation for the status of national AAAAA tourist attraction, the first of its kind among ethnic minority villages in Guangxi. In 2021, the scenic area was named a demonstration project of rural revitalization through

culture and tourism in Guangxi. Sanjiang thus becomes an integrated demonstration county leading the high-quality development of the cultural and tourism industry in Guangxi, and a demonstration county for key national assistance for rural revitalization.

### Experience and Inspirations

**1. Enhance harmony between the scenic area and local community for common development.** Ethnic solidarity is vital for national development and social stability. There are more than 10,000 Dong people living in Chengyang Eight Villages Scenic Area, the development of which would not be possible without the rich and colorful ethnic culture or social harmony and stability. Therefore the scenic area adopts the community-based management model and the points-based management model to stimulate local residents' enthusiasm for participating in community-level governance.





**2. Integrate agriculture with tourism and benefit farmers through tourism development.** Sanjiang insists on prioritizing the development of local industries. It vigorously implements the “tourism+” strategy, and works hard to cultivate rural industries, increase farmers’ income, and promote rural revitalization. Based on the advantages of unique ethnic cultural resources, it has built brands of rural leisure tourism, study tours, CPC heritage tours, and agritourism, and encourages and supports farmers, when conditions permit, to do business in the scenic area.

**3. Upgrade the village environment and add to the appeal of the scenic area.** To create an eco-friendly livable environment, Sanjiang has promoted targeted environmental management in villages, continued the campaign to protect the Chengyang Eight Villages Scenic Area, and formulated the *Plan for Cooperation with Local Community in Developing Chengyang Eight Villages Scenic Area*. It motivates the villagers to protect the environment, optimizes the scenery along the tourist routes, and effectively renovates and improves the look of residential houses, rural landscapes, core areas and river views, to build eco-friendly livable Dong villages, and create a warm, comfortable, civilized and harmonious living environment and tourism environment.

### Next Steps

Sanjiang will firmly adhere to the concept that “lucid waters and lush mountains are invaluable assets,” continue to develop the rural tourism industry with enterprises as the main players and in a market-oriented



way, while giving full play to the guiding and supporting role of the government. It will also continue to motivate the villagers to seek development and constantly promote rural revitalization driven by rural tourism.

**First,** it will continue to strengthen the integration of culture and tourism. Sanjiang will continue to lure tourists with Dong culture and customs, and based on the farming and folk customs experience, develop more rural tourism products, mainly homestays, self-drive tours and study tours, and accelerate rural revitalization through tourism development, to build up its characteristic tourism brand and the Dong-culture experience area.

**Second,** it will continue to develop more projects. It will continue to tap into Dong customs and culture, and local revolutionary tradition and heritage, develop new business forms and products, and open scenic railways to shuttle between scenic spots, the automobile camp, the study tour camp, the Sasui culture and tea culture experience garden, and the viewing escalator in Yanlong Mountain.

**Third,** it will continue to strengthen scenic-area management. It will strengthen community-based targeted management of the scenic area and solidly implement the points-based management system. It will also work to improve corporate management.

**Fourth,** it will double down on marketing. It will routinely market Chengyang Eight Villages Scenic Area, communicate to the public the latest updates in real time, and enhance its popularity.



# 河北保定市易县： 恋乡·太行水镇乡村综合体 驱动农村三产融合



## 摘要

河北省保定市易县 2015 年在全省率先提出“全域旅游”的发展战略，以精品景区为核心，以乡村旅游和新业态项目为支撑，深入推进旅游产品供给侧改革。恋乡·太行水镇践行站位国际视野，打造具有太行在地特色的中式乡村综合体的“恋乡”乡旅品牌，以乡旅产业为引擎，驱动农村三产融合，传承乡村民俗文化，搭建乡创资源平台，高标准打造宜业、宜游、宜居，望山、见水、忆乡愁的梦想乡村，成功塑造中国乡村振兴的北方样板。



## 挑战与问题

易县是革命老区、山区大县，被列为国家燕山—太行山集中连片特困地区。易县素有“七山一水二分田”之称，脱贫之前耕地稀少，经济发展落后；交通不便，基础设施建设薄弱；广大农民只能依赖稀少的农田和外出打工谋生，收入很低。但同时，易县山川秀美、生态良好，是河北省旅游资源大县，境内有 17 座大中小型水库、5 条主要河流，是华北地区人均水资源最丰沛的县之一。全县山场面积 240 万亩，林木绿化率达到 56.38%，空气优良天数达到 258 天，被誉为“太行山最绿的地方”。如何将“绿水青山”转化成“金山银山”，如何将历史文化转变成经济效益，如何带动农业、农村和农民致富，成为易县脱贫攻坚和乡村振兴的核心问题。

## 措施

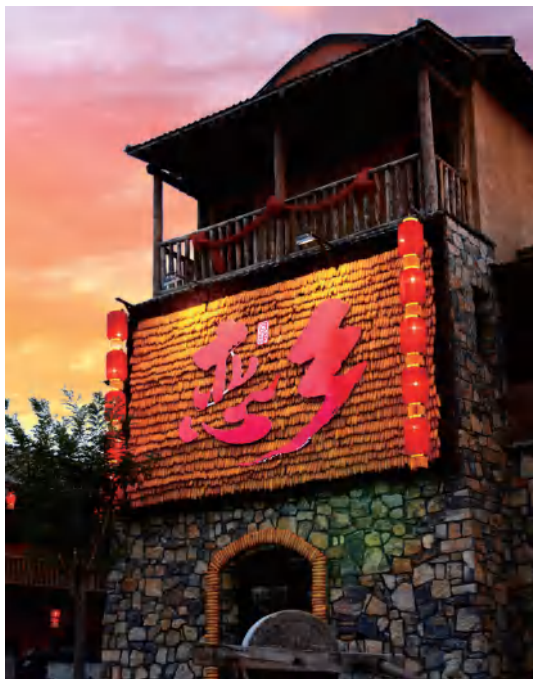
**1. 创新旅游业态，践行高质量发展。**恋乡·太行水镇通过打造“没有一级门票，场景体验消费，四季民俗活动，度假业态完善，农创链条完整，多品牌可复制”的新业态经营模式，构建恋乡乡旅 IP 品牌矩阵，包括文旅体验村落和民宿集聚区——恋乡村，三产融合休闲农业——恋乡生态农场，自然教育、民俗体验的研学基地——乡淘院子，创办乡创公益培训组织——恋乡乡旅学院，康养幸福社区——恋乡康养乡居，成为中国北方最具特色的乡村旅游小镇和京津冀区域知名的精品乡村旅游目的地。

## 2. 打造双创孵化平台，支持农民创业就业。

太行水镇创建了“项目包村、产业到户、互补发展、共同富裕”的恋乡特色乡村振兴助农发展模式。一是通过打造双创孵化平台，扶持周边农民返乡创业和吸纳周边农民就业，桌边安格庄村、易水湖村农民基本全部实现了返乡创业和就业；二是通过乡村大讲堂免费培训广大农民提升旅游经营和服务技能，并提供创业资金支持及技术指导，将项目周边农民的农家院、农家客栈纳入恋乡智慧公共预定平台，共享宣传、预定等营销平台；三是设立河北省首个旅游助农金融点，为区域农民提供信贷和结算服务。

## 3. 通过资源入股，实现共同富裕。

作为全国旅游脱贫的示范项目，恋乡·太行水镇积极探索“资源变股权、资金变股金、农民变股民”的产业路径，带动周边村镇融合发展。恋乡·太行水镇免费帮助周边村进行旅游开发规划设计，将村里的闲置荒地和山地资源发展成为与水镇合作开发文旅项目的股权，共同建设停车场、农创公社、运动营地等旅游经营项目；经营分成用于乡村公路和公园绿化等基础设施建设，提升村民生活环境；与 7 个乡





镇及 20 多个乡村签订 440 万元的《旅游产业资产收益扶贫合作协议书》，每年给脱贫户不低于 44 万元的收益分配，资产收益归村集体。

## 成效

2018 年太行水镇乡淘院子项目总投资 3,514 万元（企业自筹 2,500 万元）。项目运营后增加服务岗位 66 个，优先录用有劳动能力的脱贫人口就业。项目稳定运营后年均实现利润总额 990 万元，年可提供 100 万元资金利息为脱贫人口分红，惠及 95 个脱贫村 1,332 户脱贫户。2019 年太行水镇-水趣园项目带动全县 60 个行政村，178 户 284 脱贫人口奔小康。经第三方机构科学测算，与旅游相关的收入占到脱贫户产业收入的 50.07%。

2021 年，恋乡·太行水镇以“乡村美好生活小镇”为目标，对标国内外高质量的乡村综合体项目，创建国家 4A 级旅游景区。五年来，恋乡·太行水镇共孵化返乡创业及农民当老板 476 位，累计新增周边百姓直接间接就业 5,286 人，带动县域脱贫攻坚人口 7,400 余人，带动 12 个村庄百姓受益，为易县的脱贫攻坚和乡村振兴做出了显著贡献。

## 经验与启示

**1. 打造品牌。**恋乡·太行水镇致力于树立“中式乡村文旅小镇”的“恋乡”品牌，聚焦太行山区



乡村文旅特色，有效促进文旅产业高水平融合、高质量发展。太行水镇致力于构建经济联动发展、百姓生活提升、返乡创业聚合、生态环境美好的新时代乡村品质生活目的地，成功树立了中式特色小镇的“恋乡”样板。

**2. 积极创新。**2020 年面对新冠肺炎疫情的严峻冲击，太行水镇“抗疫前行，因疫新生”，充分研究国内外乡村产业发展路径，结合消费者对乡村旅游行业新需求，充分考虑农村资源有效集中利用，打造可快速推广的商业模式。通过村企融合，联手台湾乡村旅游协会，共同规划、建设、运营具备三产融合功能——恋乡生态农场·玉米冒险村，该项目不但极大丰富乡村旅游新业态，而且极大的带动片区农村资源盘活及百姓创业就业，成为促进乡村振兴战略落地实施的新动力。

## 下一步计划

十四五期间，恋乡·太行水镇将紧紧围绕村企协同发展、就地城镇化、农文旅融合、乡村品质生活、康养休闲度假、夜游经济、非遗活化传承等重点项目建设度假业态产品，聚焦“国家级乡村振兴示范项目”、“国家级文旅康养示范基地”、“文旅夜消费聚集区”建设，推进特色小镇多元功能聚合。紧紧遵循“传承、创新、品质、品牌、全景、全时”等发展关键词，加强前瞻性思考和全局性谋划，做一只承载“乡村振兴与文化乡愁”经济效益转化的“金扁担”，打造宜业、宜游、宜居的乡村品质生活小镇，持续践行乡村振兴事业。

## Yixian County, Baoding City, Hebei Province:

The Lianxiang–Taihang Water Town, a rural complex driving the integration of primary, secondary and tertiary industries in rural areas



## Abstract

In 2015, Yixian, a county in the city of Baoding, became the first in Hebei to put forward the “all-area-advancing tourism” development strategy, and has since then pushed forward the supply-side reform of tourism products with boutique scenic spots at the core and supported by rural tourism and new business forms. The Lianxiang-Taihang Water Town project, with a global vision, aims to build up the “Lianxiang” brand for rural tourism featuring Chinese-style rural complex with Taihang’s local characteristics. It drives the integration of primary, secondary and tertiary industries in rural areas, inherits rural folk customs and culture, and builds a resource platform for innovations and startups. All these are to create a high-standard dream village that is suitable to work, travel, live in, and that allows the people to be close to mountains and waters and recall their rural roots with fond memories, and create a model for rural revitalization in the north of China.



### Challenges and Problems

Yixian is an old revolutionary base area in the mountains, and included into the Yanshan-Taihang Mountain contiguous area with key state support for combating poverty. It boasts seven mountains, one water system and two patches of arable land. Before the whole village was lifted out of poverty, the arable land was scarce, economic development backward, transportation inconvenient, infrastructure weak, and farmers made only meagre income by farming or working in cities. On the other hand, Yixian boasts beautiful mountains and rivers, a good ecological environment, and ranks top in the province in terms of tourism resources. There are 17 large, medium-sized reservoirs and five major rivers running through it, and it has one of the most water resources per

capita among counties in North China. It has 2.4 million *mu* of mountains, with a forest rate of 56.38% and in 258 days of a year, its air quality is rated good or above, winning it the reputation as “the greenest place in Taihang Mountains.” But how to translate “lucid waters and lush mountains” and its historical and cultural heritage into economic benefits, and how to drive the development of agriculture and rural areas and the increase in farmers’ income were the first issues Yixian must address in the fight against poverty and the drive of rural revitalization.

### Measures

**1. Diversify the tourism economy and promote high-quality development.** Lianxiang-Taihang Water Town has established a replicable business model that requires no entry tickets, features scene-based consumption, four-season folk customs activities, a sound industrial chain for holidaymakers and agricultural entrepreneurs, and owns several brands. The “Lianxiang” brand matrix for rural tourism is established, including the Lianxiang Village, a homestay cluster area where visitors can experience local culture and customs; the Lianxiang Eco Farm, a leisure farm integrating primary, secondary and tertiary industries; Xiangtao Courtyard, a study tour base for nature education and folk customs experience; Lianxiang Rural Tourism Academy, a non-profit training organization for rural entrepreneurship; Lianxiang





Wellness Community, a happy, pro-health community. The Water Town has become the most distinctive rural tourism town in northern China and a well-known boutique rural tourist destination in the Beijing-Tianjin-Hebei region.

**2. Build an incubation platform for innovations and startups launched by farmers.** The Water Town has created a rural development model under which development projects are paired with participating villages and households, and multiple stakeholders are involved to draw on each other's strength for common prosperity. An incubation platform for innovations and startups is also in place to support migrant workers to return to start businesses, and has created a lot of jobs for farmers. Free training is provided to farmers to improve their business skills and tourist services. Money and technical guidance are offered to startups. Farm-stays and inns around the project site are included into the Lianxiang public reservation platform so that they can access the marketing and reservation services on the platform. Here Hebei set up its first financial service point for rural tourism to provide credit and settlement services for local farmers. Almost all the migrant workers from surrounding Angezhuang and Yishuihu villages have returned home to start businesses or work.



**3. Accept investment in the form of resources to promote common prosperity.** As a national demonstration project for poverty alleviation through tourism, Lianxiang-Taihang Water Town has actively explored the industrial development path of turning farmers into shareholders by accepting investment in the form of resources and money, to promote the integrated development of surrounding villages and towns. It planned tourism development for surrounding villages free of charge, and allowed them to invest in the Water Town project with the wasteland and idle mountain resources to jointly build parking lots, agricultural entrepreneurship communes and sport camps. The dividends from business operation is invested in infrastructure construction such as building roads and parks and greening to improve the living environment. It signed a RMB 4.4 million Cooperation Agreement on Poverty Alleviation with Asset Income in the Tourism Industry with more than 20 villages of 7 townships, and distributes dividends of no less than RMB 4,400,000 to participating households each year, while the income from assets goes to village collectives.

## Results

In 2018, the Xiangtao Courtyard project was launched, with an investment of RMB 35.14 million (including RMB 25 million raised by the enterprise). After the project was put into operation, it has created 66 service jobs, and local villagers with labor capacity who have been lifted out of poverty are given preference in recruitment. After the project is in stable operations, its annual profit stands at RMB 9.9 million, and it can withdraw the annual



interest of RMB 1 million as dividends to be distributed to participating villagers, benefiting 1,332 households in 95 villages. In 2019, the Water Fun Park Project was launched, benefiting 178 households of 284 people in 60 administrative villages. According to the scientific calculation by a third-party agency, the tourism-related income accounts for 50.07% of the industrial income of relevant households.

In 2021, the Lianxiang-Taihang Water Town set the goal of becoming “a town embodying the good rural life” and benchmarked against the high-quality rural complex projects both at home and abroad, to strive to become a national AAAA tourist attraction. In the past five years, its incubation platform has served 476 rural entrepreneurs, directly and indirectly created 5,286 jobs for the locals, benefiting more than 7,400 people in 12 villages with rural tourism, and made significant contributions to poverty alleviation and rural revitalization in Yixian.

### Experience and Inspirations

**1. Brand building.** The Lianxiang-Taihang Water Town strives to build up the “Lianxiang” brand as a Chinese-style rural tourism town, focuses on the characteristics of rural tourism in Taihang Mountains, and effectively promotes the high-level integration and high-quality development of cultural and tourism industry. It is committed to building a destination embodying the decent country life in the new era featuring coordinated economic development, improved living standards, agglomeration of startups by returnees, and a beautiful ecological environment. It has successfully set up a Lianxiang town model with Chinese characteristics.

**2. Epidemic control.** In the face of the severe impact of COVID-19 in 2020, the Lianxiang-Taihang Water Town actively sought a way out while fighting the epidemic. It thoroughly studied the development paths of rural industries at home and abroad, and took into account the new consumer demand for rural tourism in the covid era and the effective and centralized utilization of rural resources. Based on that, it built a business model that could be quickly popularized, and joined hands with enterprises and Rural Tourism Association of Taiwan in the planning, construction and operations of the Maize Venture Village of the Lianxiang Eco Farm by integrating the primary, secondary and tertiary industries. This project has not only greatly enriched the tourism business forms, but also greatly promoted the effective utilization of idle rural resources, local employment and entrepreneurship, and has become a new drive of rural revitalization.

### Next Steps

During the 14<sup>th</sup> Five-Year Plan period (2021-2025), the Lianxiang-Taihang Water Town will closely focus on such key projects as village-enterprise cooperation, urbanization of locals, integration of agriculture, culture and tourism, improving the quality of life in rural areas, wellness and leisure tours, night tours, and inheritance of intangible cultural heritage, while developing the tourism industry. It will strive to build itself into a “National Demonstration Project for Rural Revitalization,” “National Demonstration Base for Wellness-themed Tours” and “Agglomeration Area for Night Tours and Consumption,” and into a specialty town with diverse functions. Closely bearing the development keywords in mind, such as “inheritance, innovation, quality, brand, panorama and all-time services,” it will strengthen forward-looking thinking and overall planning, take up the responsibility for rural revitalization and translate rural nostalgia into economic benefits, build a high-quality town that is suitable to work, travel and live in, and continue to contribute to rural revitalization.

# 云南临沧市凤庆县勐佑镇： 发挥旅游联动效应，促进农民脱贫增收



## 摘要

2020 年以来，云南省临沧市凤庆县勐佑镇在县政府和中山大学帮扶团队的指导下，积极探索乡村振兴发展之路。在旅游资源禀赋较为普通的条件下，开展小规模旅游项目实验，撬动本土旅游市场，带动农产品销售。在此基础上，勐佑镇发起集体行动，构建了“政府 + 合作社 + 公司 + 农户”的旅游开发模式，通过农旅融合的方式和旅游可持续升级的发展模式打响勐佑乡村旅游品牌，开启新一轮的旅游发展建设，带动村集体经济和乡民钱袋快速增收。





### 挑战与问题

勐佑镇土地面积 381.8 平方公里，辖 20 个行政村，总人口 51,056 人。种植业是主要的经济来源，其次是外出劳务和服务业经营。2020 年全镇生产总值 8.1 亿元，人均 GDP 为 15,864 元，农村常住居民人均可支配收入 13,741 元，低于全国平均水平。勐佑镇的经济发展主要存在以下问题：一是全镇经济总量低；二是勐佑镇经济因自然条件限制主要依赖传统农业，产业结构单一，产品体系不健全；三是当地居民文化程度普遍较低，居民的生

产积极性不足，经济发展动力不足。上述问题使得勐佑镇人口和资金外流，农产品产区日益荒废，可持续性发展被严重破坏。

### 措施

**1. 创造摸鱼节体验活动。**2020 年，勐佑镇在县政府和中山大学旅游帮扶团队的建议下，决定试探性地建设旅游项目。在缺乏资金和经验的情况下，勐佑选择河东村作为实验点，推出成本低、操作容易的农家乐活动——“稻花鱼摸鱼节”比赛。摸鱼活动的新颖性和娱乐性远超原有单调的采摘体验，成功地撬动了本地与周边的休闲游市场，带来可观的项目收入和倍增的农产销售，激活了全镇对旅游开发的热情和信心。在此基础上，勐佑镇一方面增加场地，扩大摸鱼节规模；另一方面积极寻求新项目开发，策划旅游产品升级。

**2. 打造“云上花海”旅游项目。**勐佑镇依托高海拔山区养花资源，构建“政府+合作社+公司+农户”的开发模式，镇政府负责谋划和注入资金 100



万元；村委会成立种养殖农民专业合作社，吸收社员以土地、资金等形式入股；引入凤庆乡村文旅公司负责项目运营。通过多方筹措，共筹集入股土地1,280亩，资金382万元，召集社员189户，为项目的顺利开展提供了基本的财力和人力支撑。

**3. 完善农旅产业链条。**在完成摸鱼节和云上花海项目之后，勐佑镇深入挖掘本地文化资源，改造红色旅游基地和土陶体验馆，策划第一届油菜花旅游季系列户外赛事活动，逐步升级，形成旅游产品体系。同时建设真空包装车间、美化包装设计、建立油菜花种植联盟，通过电子商务平台和社交媒体打通市场，提高知名度和销量。

## 成效

勐佑镇农旅融合发展的经济效益显著。自2021年10月“云上花海”项目投入运营至年底，累计接待超15万人次，总收入约300万元。摸鱼节、土陶体验馆项目共接待游客近3万人次，收入达22万元。此外，品牌效应的叠加带动当地农产品、手工艺品的价格和销量都有所上涨，如传统腌菜的年销量从5吨提升至50吨，荞麦酒的价格从2-4元/斤升至15元/斤，土陶制品全年营收达40万元。2021年底“云上花海”项目中每户社员获得固定分红2,560元；项目日常运营用工1.2万人次，户均劳务收入达6,350元。



## 经验与启示

**1. 资金启动。**为解决资金匮乏的问题，勐佑镇发起“政府+合作社+村集体+农户”的运营模式，号召农户以土地入股，邀请当地企业共同开发，申请划用县产业扶贫资金以及中山大学帮扶资金，在中山大学旅游学院专家的指导下，有序地发起产业升级行动。以农民的土地入股进一步降低了开发成本，也集聚群众资源，更重要是触发了集体监督，使得勐佑能保持有节制开发，避免了粗投资、高借贷、快发展带来的财务危机，开发力度可适应、投资强度可控制、投资风险可承担。

**2. 产业融合。**在可持续升级的过程中，农旅融合为勐佑带来了高效率增值，进一步巩固了发展路径。旅游消费直接拉高了农产品价格，实在的收益增长让乡民看到了旅游经济效益，不仅提高了参与旅游开发的积极性，更直接促成乡民在景区入股和就业。以旅游为核心，将农业、农民高度联系起







来，使农民可以直接通过从事旅游产品生产和提供乡村旅游服务获得收益，同时获得知识技能培训，有效的激励使得乡民在可持续升级的过程中始终怀有极高的热情和信心。

**3. 稳步发展。**勐佑镇是典型的小规模乡村旅游，抗风险能力较弱。在2021年成功运营获得100多万收入后，为了减少借贷利息，勐佑镇没有急于分红，在自身理性分析及帮扶团队的建议下，将全部收益直接投入二期项目建设进行服务升级，新建滑道、花海云车等设施。这种渐进式滚动的投资方式使得勐佑镇可以根据自身效益量入为出地扩大规模，通过“收入转投入、稳步小扩张”的投资方式实现了旅游产业的可持续升级。

### 下一步计划

一是升级“云上花海”项目和扩大“云上花海”品牌影响。如扩大荞麦种植面积至6,000亩的种植规模；深度开发攀岩、度假等高附加值的旅游

活动；利用“云上花海”的品牌带动农副产品增值，将当地特有的山地腌菜、土陶制品都冠以“云上花海”的品牌，借助线上线下的销售渠道，在帮扶团队的协助下推向全国市场。二是启动“土陶古驿、金色水乡”田园综合体项目。该项目规划面积约5,000多亩，主要业务包括智慧农业、有机茶、有机大米等工业板块和旅游设施，总投资资金过亿元。项目计划于2025年12月底前全面完工，有望进一步激发勐佑镇乡村振兴，推动旅游产业可持续升级。



# Mengyou Town, Fengqing County, Lincang City, Yunnan Province:

Giving full play to the linkage effect of tourism to  
increase farmers' income and reduce poverty



## Abstract

Since 2020, Mengyou, a town in Fengqing County, Lincang City of Yunnan, under the guidance and with the support of the county government and the poverty relief team of Sun Yat-sen University, has actively explored the road of rural revitalization and development. With unremarkable tourism resources, it has launched a small-scale experimental tourism project to develop the local tourism market and drive the sales of agricultural products. On this basis, Mengyou launched collective actions and built a tourism development model that brings together the government, cooperatives, companies and rural households.” Through the integration of agriculture and tourism and the model of sustainable tourism development, it has built up the brand of rural tourism, and launched a new batch of tourism development projects, leading to rapid growth of rural collective economy and increase in villagers’ income.



### Challenges and Problems

Covering an area of 381.8 square kilometers, Mengyou governs 20 administrative villages, and has a total population of 51,056. The planting industry is the main source of income, followed by migrant labor and the service industries. In 2020, the GDP of the whole town was RMB 810 million, and the per capita GDP RMB 15,864, and the per capita disposable income of rural permanent residents RMB 13,741, lower than the national average. Mengyou's economic growth was restricted by the following problems: first, a small economic aggregate; second, over-dependence on traditional agriculture due to the restriction of natural conditions, and the lack of diversity of the industrial structure and product system; third, the low educational level among local residents who lacked the motive and drive for economic development. These problems caused the outflow of population and capital and the agricultural production areas were increasingly abandoned, at the great expense of sustainable development.

### Measures

**1. Launch the engaging event the Rice-Field Fishing Festival.** In 2020, Mengyou took the suggestion of the county government and the poverty relief team of Sun Yat-sen University, and decided to launch some tourism project on a pilot basis. Lacking money and experience, Mengyou chose Hedong Village as the experimental site to launch a low-cost and easy-to-operate agritainment event – the “Rice-Field Fishing Festival” competition.

The novel event was much more entertaining than the original vegetable/fruit picking experience, successfully opened up the local and surrounding leisure tourism market, brought considerable income, doubled the sales of agricultural products, and stimulated the whole town's enthusiasm for and confidence in tourism development. On this basis, Mengyou has expanded the venue for the event while actively seeking new development projects, and planning the upgrade of tourism products.

**2. Develop the “Sea of Flowers on Cloud” tourism project.** With its abundant buckwheat flowers in alpine areas, Mengyou has established the development model that brings together the government, cooperatives, companies and rural households. The township government is responsible for planning and has invested RMB 1 million; the villagers' committee has set up a special cooperative for growers and animal farmers who can invest with their land use right or money. Fengqing Rural Culture and Tourism Company is introduced to take charge of project operations. Through fundraising from multiple sources, the use right to 1,280 *mu* of land and RMB 3.82 million was raised from 189 rural households,





providing basic financial and human support for the smooth development of the project. After the project has met the initial goal of profits, other supporting projects will be developed according to the market feedback on a rolling basis.

**3. Improve the agritourism industry chain.** After the completion of the Rice-Field Fishing Festival and the Sea of Flowers on Cloud project, Mengyou explored local cultural resources, renovated the CPC heritage tour base and the earthenware experience hall, and planned the first rape flower tourism season with a series of outdoor events. Gradually it has formed a tourism product system. At the same time, the vacuum packaging workshop was opened, packaging design improved, the rape flower planting alliance established. The e-commerce platform and social media are also employed to boost the popularity and sales of local products.

## Results

The integration of agriculture and tourism in Mengyou Town has produced remarkable economic benefits. From October 2021 when the “Sea of Flowers on Cloud” project was put into operation to the end of the year, it received more than 150,000 visitors, with a total income of about RMB 3 million. The Rice-Field Fishing Festival and the earthenware experience hall received nearly 30,000 tourists and earned RMB 220,000. In addition, the

brand effect has driven up the prices and sales of local agricultural products and handicrafts: the annual sales of traditional pickled vegetables increased from 5 tons to 50 tons; the price of buckwheat wine increased from RMB 1-2 per kilogram to RMB 7.5 per kilogram; and the annual revenue from earthenware products reached RMB 400,000. At the end of 2021, the cooperative members each received a fixed dividend of RMB 2,560 from the “Sea of Flowers on Cloud” project; 12,000 people were employed in the daily operations of the project, and the average labor income of each household reached RMB 6,350.

## Experience and Inspirations

**1. Start-up capital.** In order to ease the shortage of funds, Mengyou initiated the operating model that involves the government, cooperatives, the village collective and rural households, called on rural households to invest with their land use right and invited local enterprises to jointly develop the project. It also applied for the county’s industrial development fund for poverty alleviation and the poverty relief fund of Sun Yat-sen University. Under the guidance of experts from the School of Tourism Management of Sun Yat-sen University, the tourism industry is upgraded in an orderly manner. The investment of farmers with their land use right has reduced the development cost while concentrated the land



resources. More importantly it has activated the collective oversight to make sure that Mengyou maintains a steady, moderate pace of development. As a result, Mengyou has avoided the financial crisis caused by extensive investment, high borrowing and rapid development, and can adapt the development intensity, control the investment intensity and bear the investment risk.

**2. Integration of Industries.** In the process of sustainable upgrading, the integration of agriculture and tourism has brought efficient added value to Mongyou, and consolidated the development path. Tourist consumption has directly pushed up the price of agricultural products, and from the substantial increase in income the villagers can see the economic benefits of tourism. As a result, they become more active in participating in tourism development, and choose to invest and work in the scenic area. With tourism at the core, agriculture and farmers are linked up closely. Farmers can directly benefit from the production of tourism products and the provision of tourist services, while receiving training on knowledge and skills needed. Such effective incentives enable villagers to maintain a high level of enthusiasm and confidence in the process of sustainable upgrading.

**3. Steady development.** The rural tourism industry in Mengyou is of a typical small scale, and vulnerable to risks. After earning more than RMB 1 million in 2021, Mengyou did not rush to distribute dividends; instead, to reduce the loan interest, after rational analysis and as suggested by the poverty relief team, it invested all the income in the phase-II project to upgrade services, and build such facilities as the slideway and the Flying Bicycle



on Cloud (biking on a tight rope). This progressive and rolling investment model enables Mengyou to expand the project scale within the limits of income. By reinvesting the income and expanding steadily in small steps, it has realized the sustainable upgrading of the tourism industry.

### Next Steps

**First,** upgrade the “Sea of Flowers on Cloud” project and expand its influence. For example, it will expand the planting area of buckwheat to 6,000 *mu*; develop high value-added tourism activities such as rock climbing and holidaymaking; tap the brand effect of “Sea of Flowers on Cloud” to increase the value added of agricultural and sideline products; package local unique pickled vegetables and earthenware products with the “Sea of Flowers on Cloud” brand, promote their sales online and offline, and sell them to the rest of the country with the help of the poverty relief team.

**Second,** launch the rural complex project featuring earthenware, ancient residential houses and a golden water town. The project will cover an area of about 5,000 *mu*, and the main businesses include intelligent agriculture, organic tea, organic rice growing and other industrial sectors and tourist facilities, with a total investment of over RMB 100 million. The project is planned to be completed by the end of December 2025, and is expected to stimulate rural revitalization in Mengyou and further promote the sustainable upgrading of the tourism industry.



# 爱彼迎： 意大利西西里桑布卡“1 欧元房屋” 乡村旅游振兴项目



## 摘要

爱彼迎与意大利西西里大区桑布卡市积极沟通与合作，了解当地需求和情况，推出旅游创意减贫“1 欧元房屋”项目。以“1 欧元住进当地古宅，当一年爱彼迎房东，体验桑布卡慢生活”作为创意，从传承本地文化和乡村振兴的角度，邀请设计师对当地破败房屋进行改造；设计推出融合当地语言学习、烹饪制作、红酒品鉴、城市观光等元素的西西里慢生活主题系列活动；爱彼迎全球进行目的地宣传和房东招募。“1 欧元房屋”项目提升了桑布卡作为旅游目的地的知名度，爱彼迎以负责任的态度促进旅游目的地的可持续发展，支持乡村文化遗产传承。



### 挑战与问题

意大利地区经济发展不平衡，北方工商业发达，经济实力强；南方以农业为主，经济较落后，人口流失严重。南方几乎每个家庭都会有一名年轻人离乡前往北方城市工作，乡村老龄化、空心化问题明显，传统的乡村生活方式和文化随着青年人的离开难以传承。为了振兴古村落，当地政府也探索各种方式去重新赋予乡村活力，为了吸引外来投资和人口，低价出售房产已经成为意大利很多地方政府重振当地经济的重要手段。在过去几年间，有超

过 50 个意大利小城镇陆续开始实施“1 欧元售房”计划，桑布卡就是其一。在低价售卖房屋之前，桑布卡人口锐减，房屋空置率为 43%。2019 年计划实施之后，桑布卡低价售卖了 80 套房屋，通过新居民的引入，部分解决了房屋荒废的问题。下一步如何留住人口，发展产业，焕发乡村的新活力是亟需解决的问题。如何利用当地特色乡村文化，提升知名度，吸引游客来到古村，发展古镇旅游是桑布卡需要突破的旅游发展瓶颈，也是乡村旅游发展面临的普遍问题之一。







## 措施

**1. 突出文化特色的建筑改造。**爱彼迎和桑布卡有效挖掘丰富的乡村文化和旅游资源，以古村建筑为乡村活化的主线，通过和意大利知名建筑公司合作，对闲置房屋进行全面的设计改造，将现代设计与当地手工元素进行融合，突出意大利和北非的文化建筑风格，成为具有当地文化特色的旅游核心标志物。

**2. 沉浸式的乡村旅游体验。**活动面向全球招募热情好客的旅居体验者和亲朋好友一起免费入住西西里岛上的复古民宿，并成为这里的房东。为了更好的融入社区成为地道的桑布卡人，体验者会进行一个月意大利语和烹饪课程的学习，和当地村民一起制作传统意大利面条，参观葡萄庄园并进行品鉴体验，前往西西里首都巴勒莫进行城市体验漫游，全面打造乡村旅游慢生活下的沉浸式体验。

**3. 持续的传播节奏。**作为一个持续性的传播项目，活动是不断深化市场记忆、扩大认知客群圈的过程。“1 欧元房屋”项目第一阶段从1 月份进行预热发布，吸引大量用户关注；第二阶段爆发期幸运游客招募和选拔，用户广泛参与的同时进行自主传播。项目全程邀请媒体和网红进行深度体验和报道，持续为活动造势，直到6 月幸运游客的入住。在房东免费入住西西里岛民宿的一年时间中，持续产生内容，叠加宣传效果。

**4. 创新的旅游生活方式。**随着疫情常态化，旅行已经逐渐和生活、工作融为一体，远程工作模式让更多人有机会摆脱就地办公的束缚。爱彼迎关注到互联网时代的新型旅居群体数字游民，他们将

在线工作、移动生活、休闲度假有机融合起来，实现了从定点工作到全球旅居的转变。“1 欧元房屋”创新性提出“一边旅居工作，一边收租养家”的旅游生活方式，自由选择理想的城市居住，融入当地社区，成为西西里的村民，成为像当地人一样生活的数字游民。

## 项目成效

“1 欧元房屋”项目将当地破旧的房屋进行翻新改造设计，呈现出当地最美村庄的景色以及文化传承，恢复了当地的美丽风貌，解决了老宅空置荒废的问题。爱彼迎通过自有资源、主流媒体和社交媒体对桑布卡及西西里旅游目的地进行造势推广。爱彼迎和桑布卡联合推出的漫游西西里岛体验官活动，发布后收到了来自全球超过 95,000 个申请，覆盖的主要国家包括美国、阿根廷、英国、意大利、墨西哥、印度、加拿大、法国、南非、西班牙和中国，全球的主流媒体报道总量超过 900 篇。爱彼迎联合桑布卡当地政府打造的深度旅行产品，不仅展现了西西里桑布卡的历史文化和景色风貌，更重要的是吸引了具有创造力、热爱生活的年轻人前往西西里岛，吸引外来人口和国际投资的同时，带动当地商业、餐饮业和旅游业发展。

## 经验与启示

**1. 顺应疫情后旅行趋势变化。**疫情发生以来，全球旅游市场趋向分散化。传统的城市旅游向乡村偏移，意大利西西里成为疫情后期平台最受欢迎的

旅游目的地之一。爱彼迎通过与桑布卡政府的旅游目的地宣传合作，顺应了疫后旅游发展的趋势，吸引更多游客，实现利用旅游业进行乡村振兴和文化传播的目的。

**2. 寻求多方合作。**“1 欧元房屋”计划，携手知名设计公司进行闲置房屋的设计改造，打造具有意大利风情的艺术民宿，让其成为当地文化特色的旅游标志物。此前爱彼迎联合各机构致力于乡村振兴和遗产保护的工作，在奇维塔协助修复艺术遗产艺术家之屋，在格罗托莱和当地公益组织对原本即将消失的旅游目的地进行传播，实现旅游的普惠和长效发展。

**3. 打造沉浸式创意旅游目的地。**爱彼迎以桑布卡村为试点，打造意大利脱贫改造和乡村振兴的试点项目，探索乡村的沉浸式创意旅游，实现从落寞的空心村到充满活力的网红村的转变。项目鼓励并吸收当地村民的积极参与，让桑布卡的在地文化能够最大程度地被感知和接收。对于项目参与者来说，成为西西里‘村民’，融入当地文化并结识来自五湖四海的朋友，将旅行融入生活和工作，变身

文化传播使者。项目为其他地区提供借鉴经验和创造性改造，吸引人口与商业入驻的同时，助力当地旅游可持续发展，进行全球逐步推广和分享。

## 下一步计划

爱彼迎致力于乡村旅游和民宿产业的发展，关注文化遗产的传承和保护。下一步计划以桑布卡的乡村旅游开发模式作为示范，在意大利及世界范围内的乡村地区进一步推广乡村旅游度假目的地，加强旅游产品创意设计的同时保留乡村文化的原真性，积极开发休闲度假、农业观光和文化遗产等特色鲜明的乡村旅游产品。同时借助平台的全球网络、独特的创意营销活动、社交媒体的力量，进一步扩大线上营销的规模 and 效果。下一步将联合法国农村市长协会合作推出系列措施以振兴法国乡村的遗产旅游。



## Airbnb:

The 1 Euro House Project launched in Sambuca di Sicilia to promote rural revitalization through tourism



## Abstract

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After finding out local demand and situation through active communication and cooperation with the municipality of Sambuca di Sicilia, Italy, Airbnb launched the 1 Euro House Project, a creative tourism initiative for poverty reduction. What the project presents is “Move to Sicily, live in a beautifully renovated house for 1 euro and become an Airbnb host.” From the perspective of inheriting local cultural heritage and promoting rural revitalization, Airbnb invited designers to renovate local dilapidated houses; designed and launched courses on the Italian language, cooking and wines, and city tours to help the participants take in local slow-paced life. It marketed the destination and called for host applications via its global network, which has raised the profile of Sambuca as a destination, promoted its sustainable development in a responsible manner, and supported the inheritance of rural cultural heritage.



## Challenges and Problems

The Italian economy is faced with a prominent regional gap: in the north, the economy is strong with developed industry and commerce, while in the south, the economy is weak and dominated by agriculture, with a serious problem of human capital flight. Almost every family in the south has at least one young member working in northern cities. The southern countryside is struggling with an aging population and the problem of hollowing out. As more and more young people leave, there are fewer people left to pass down the traditional rural lifestyle and culture. In order to revitalize these ancient villages, local governments are exploring various ways to bring them back to life, and the sale of properties at an extremely low price has become an important means for many local governments to revive local economy. In the past few years, more than 50 small towns in Italy have launched their version of 1 Euro House Project in succession, and Sambuca is one of them. Before the project was launched, Sambuca saw a sharp fall in its population and a 43% vacancy rate in its property market. Since the project was started in 2019, it has sold 80 houses at low prices, attracted new residents, and partly

addressed the problem of house decaying. Next, it needs to figure out how to retain the new arrivals, develop local industries and invigorate the countryside. It also needs to work out how to make use of local characteristic rural culture, build up its visibility, attract tourists to ancient villages, and develop ancient-town tours to eliminate bottlenecks in tourism development, which is one of the common problems facing rural tourism development.

## Measures

**1. Bring rural cultural heritage back to life.** Airbnb and Sambuca effectively explore local rich rural cultural and tourism resources, and bring ancient villages back to life mainly through the renovation of old buildings. It worked with famous Italian architecture companies to design and renovate idle houses. The renovation integrates modern design and local handicrafts elements, and highlights the cultural and architectural styles of Italy and North Africa. The renovated houses have become core destination symbols with local cultural characteristics.

**2. Create an immersive rural tourist experience.** The project called for hospitable applicants and their families and friends from around the world to live





for free in retro houses in Sicilia and become Airbnb hosts. To better integrate into local community and know Sambuca better, the select applicants would take month-long courses on the Italian language and cooking, make traditional pasta with local villagers, visit local wine manors, taste the wines, roam in the city of Palermo, the capital of Sicilia, and immerse themselves in the slow-paced countryside life.

**3. Market the project on a continuous basis.** As a continuous communication project, the project itself was a process of deepening the market memory and expanding the customer base. The first phase of the 1 Euro House Project was launched in January, and attracted a lot of attention; in the second phase of application submission and screening, it attracted the participation of many Airbnb users who in turn communicated the project to more people. Journalists and Internet influencers were invited to participate in and cover the whole process, to build up the momentum until the arrival of the select winners in Sambuca in June. Then during the one-year free stay of the hosts in Sambuca, more contents will be produced to sustain and amplify the marketing effect.

**4. Advocate a new way of life.** As the pandemic lingers, travel has become an increasingly important part of the way of life and work, and remote working allows more people a chance to shake off the shackles of working in a physical office. To our notice, the emerging digital nomads of the Internet age live a nomadic life of telework, leisure and holidaymaking, and can live and work anywhere in the world, without the need to be bound in a certain place any more. The 1 Euro House Project proposed a lifestyle of “working remotely and being an Airbnb host at the same time.” The participants

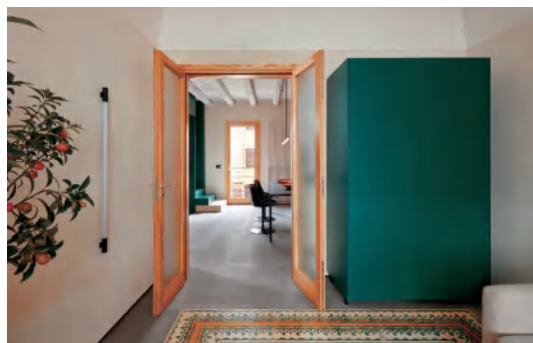
can choose their ideal city to live in, integrate into the local community, and become digital nomads living like a native in Sicilia.

## Results

The 1 Euro House Project renovates dilapidated local houses, presents the scenery and cultural heritage of the most beautiful villages, restores the beautiful landscape, and solves the problem of abandoned old houses. Airbnb uses its own resources, mainstream media and social media to market destinations in Sambuca and Sicilia. After the project was jointly launched by Airbnb and Sambuca, more than 95,000 applications were received from around the world, mainly from the United States, Argentina, the United Kingdom, Italy, Mexico, India, Canada, France, South Africa, Spain and China. Reports on the project by mainstream media exceeded more than 900 worldwide. This travel project co-developed by Airbnb and the local government of Sambuca shows the historical, cultural heritage and scenery of the city. More importantly, it has attracted creative and passionate young people to Sicilia, as well as foreign immigrants and international investors, and driven the development of local commerce, catering and tourism businesses.

## Experience and Inspirations

**1. Adapt to changes in travel trends in the post-covid era.** Since the outbreak of Covid-19, the global travel market tends to decentralize. Tourists are moving from cities to the countryside, and Sicilia of Italy has become one of the most popular destinations on Airbnb



since then. The destination marketing cooperation with the government of Sambuca adapts to the trend of tourism development in the post-covid era, appeals more to tourists, and realizes the purpose of rural revitalization and cultural dissemination through tourism.

**2. Actively work with multiple parties.** For the 1 Euro House Project, Airbnb worked with well-known design companies to design and renovate idle houses into designer Italian-style houses and symbols with local cultural characteristics of the destination. Prior to the project, Airbnb worked with various agencies to promote rural revitalization and preserve historical and cultural heritage, such as restoring the artist's house in Civitavecchia, and partnering with local non-profits in Grottole to raise the public awareness of destinations that were on the brink of oblivion, to achieve inclusive and long-term tourism development.

**3. Divert traffic flow from the platform to rural revitalization.** Airbnb launched a pilot project in Sambuca for poverty alleviation and rural revitalization, to develop immersive creative rural tours, and transform hollowed-out villages to vibrant Internet-famous ones. The project encourages the active participation of local villagers and engages them to help disseminate Sambuca's culture to the greatest extent. The project participants can become Sicilian "villagers," integrate into local culture and meet friends from all over the world, make travel an indispensable part of their life and work, and become culture communicator ambassadors. The project provides good practices and creative renovation samples for other regions, attract new residents and businesses, and contribute to the sustainable development of local tourism. Its model and good practices are promoted and

shared with the rest of the world.

### Next Steps

Airbnb is committed to the development of rural tourism and homestay industry, and the inheritance and protection of cultural heritage. Next, it plans to use Sambuca's rural tourism development model as a demonstration, promote rural tourism and holiday destinations in Italy and the rest of the world, step up to develop creative tourism products while preserving the original rural culture, and actively develop rural tourism products with distinctive features such as leisure, agritourism and cultural heritage. At the same time, it will further expand the scale and effect of online marketing by leveraging its global network, unique creative marketing activities and the influence of social media. It plans to launch a series of measures with the Association of Rural Mayors of France in 2021 to revitalize heritage-based tourism in rural France.



# 广东肇庆市封开县： 贺江碧道画廊景区建设粤桂省际廊道 示范带



## 摘要

2018 年广东省提出在省际边界地区打造 5 条乡村振兴示范带，贺江碧道画廊景区位于肇庆市封开县，属于粤桂省际廊道美丽乡村示范带核心区。景区建设项目打造广信文化、潇贺古道和茶船古道融合的文化商旅古驿道，一期完成总体规划设计及开展民生设施建设；二期提升廊道风貌；三期发展全域旅游；四期创建国家 4A 级景区。目前贺江碧道画廊已达到 4A 级旅游景区验收标准，仅 2021 年“五一”期间，贺江碧道画廊共接待游客 4.99 万人次，实现旅游收入 0.15 亿元。



## 挑战与问题

广东省肇庆市封开县是岭南地区的古首府，广府文化的发源地，也是潇贺古道与茶船古道的重要流经地。随着历史车轮的不断前行，岭南的政治与经济中心、广府文化中心逐渐转移至珠江三角洲地区，位于广东省际边界的封开县，在经济上逐渐走向边缘化。在贺江碧道画廊景区建设以前，封开县自然本底拥有的蛇曲地貌、贺江“九曲十八湾”“江下竹林”等独特景观尚未被充分挖掘，历史文化品牌不够突出；沿线村庄景观杂乱，旅游业发展基础薄弱，旅游设施配套严重不足，缺乏特色文旅产业项目，村民经济收入水平普遍较低。粤桂省际廊道美丽乡村示范带上涉及的12个行政村中贫困户277户、贫困人口686人，属于乡村发展的薄弱地区。

## 措施

**1. 打造三大历史文化名片。**当地组织编制《省际廊道（肇庆段）美丽乡村示范带提升规划及风貌提升设计指引》系列规划项目，引领景区建设遵从“以路为廊”“以水为链”的理念，将陆道、水道、赛道、碧道、古驿道、绿道“六道合一”，合

称为“贺道”，取位于贺江畔和庆贺、庆祝等吉祥寓意。积极发挥自然本底优势，深入挖掘古驿道历史文化，高标准建设两广源流博物馆，在建筑中充分体现广府特色，打造“广信文化”“潇贺古道”“茶船古道”融合的文化商旅古驿道。

**2. 提升贺江碧道画廊景区沿线风貌。**2019年底，广东省安排1,800万专项资金建设贺江（潇贺古道）沿线绿道，以“低成本、见效快、有特色”为原则，以打造“干净、整洁、统一、有序”的乡村环境为目标，根据《省际廊道（肇庆段）美丽乡村示范带提升规划及风貌提升设计指引》要求，重点从打通沿江视线廊道、打造重要项目节点、提升建筑风貌三方面提升景区沿线风貌。2020年初，励志新村碧道示范段和建筑风貌提升示范点建成，碧道效果显现。

**3. 引进市场主体参与景区建设。**引进华侨城集团投入约8,200万元建设励志新村竹荪基地、上下罗田茶文化园、上律两广农副产品交易中心等现代农业项目，并谋划以“贺江福来，广信封开”为主题的文旅产业，策划古道茶文化体验廊、西畔村古建筑群、大洲村非物质文化遗产街等项目，同时通过举办“乡村骑士”等体育赛事聚集人气，构建“文旅+体育”的贺道画廊骑行之旅，充分做到以景区兴产、兴村。

## 成效

**1. 达到4A级旅游景区验收标准。**景区总面积42.46km<sup>2</sup>，核心游览面积13.12 km<sup>2</sup>，共有10个旅游节点；配置6个观光巴士停靠站、1个巴士枢纽站、17个停车场、11个大型旅游厕所、南北2个游客中心；在餐饮和住宿产品上，有农家乐15家，可容纳上百名游客休憩的大规模民宿1家。

**2. 带动村民就业增收。**景区内现已建成封开青年创业孵化基地和两广青年创业服务中心，成立公司9家、专业合作社27个、家庭农场36个、电商平台2个、扶贫车间3个，通过“合作社/经营体+基地+农户+电商”模式推动杏花鸡、竹笙、食用菌、兰花、单丛茶等种养示范基地建设。景区2021年度接待游客81.08万人次，创旅游收入2.75亿元，春节期间接待游客数在全肇庆景区中排名第二，新开放景区中排名第一。2019年农村人均可支配收入15,703.6元、2020年农村人均可支配收入16,856.3元，同比增长7.3%。

## 经验与启示

**1. 保护生态环境是前提。**在景区建设过程中，牢牢抓住美丽乡村的两个核心要素：一个是绿水青山，要有良好的自然生态；另一个是乡土情结，乡村要体现岭南乡村特色。

**2. 挖掘历史文化是基础。**围绕“潇贺古道”“茶船古道”“广信文化”三大历史文化名片，强调文

化的再现和体验。一是深入挖掘古驿道的历史文化；二是结合省际廊道示范带建设，高标准建设两广源流博物馆；三是在建筑中充分体现广府岭南特色。

**3. 落实产业振兴是关键。**坚持市场化思维，把产业打造贯穿省际廊道示范带建设始终，将廊道建设作为产业运营项目来谋划打造。目前，贺江碧道画廊已形成了以现代农业和观光农业为核心的产业体系，具备强大的产业牵引力。

**4. 编制建设规划是措施。**探索一种集村庄规划、风貌整治设计、道路景观设计、碧道设计、片区概念设计、建筑设计等多类型、不同深度的复合型、实施型规划，同时在编制过程中广泛听取县、镇、村民意见，过程实时纠偏。

## 下一步计划

贺江碧道画廊景区作为广东省五条省际廊道美丽乡村示范带之一，以规划最为超前、特色最为鲜明、效果最为优异、影响力最为突出的成绩脱颖而出。下一步景区将从“示范带效应”逐步走向“全域旅游”兴旺发展：在广东省“一核一带两区”的全域旅游发展思路指导下，一是谋划封开中线公路以及环贺江乡村旅游公路，连接贺江碧道画廊与封开国家地质公园旅游资源，如龙山景区、大斑石、千层峰等，使各景点串珠成链；二是创建全域旅游示范区辐射周边区域，如往北可接怀集寻源谷文旅项目、往东可达德庆盘龙峡，使更多的人文自然美景融入贺江碧道画廊景区，推动肇庆市全域旅游发展。





## Fengkai County, Zhaoqing City, Guangdong Province:

Developing the Hejiang River Green Corridor into  
a Guangdong–Guangxi Inter–Provincial Corridor  
Demonstration Belt



## Abstract

In 2018, Guangdong proposed to build five demonstration belts for rural revitalization along its provincial boundary, and the Hejiang River Green Corridor scenic area, the core area of the Beautiful Countryside Demonstration Belt along Guangdong–Guangxi inter-provincial corridor, is located in Fengkai County, Zhaoqing City. The scenic area development project integrates Guangxin Culture, Xiaohe Ancient Path, and the Ancient Navigation Route for Tea Trade, and will be implemented in four phases: in Phase I, the master plan was formulated and basic infrastructure upgraded; in Phase II, the corridor look was improved; in Phase III, all-area-advancing tourism was promoted; and in Phase IV, materials were prepared for the application for the status of national AAAA tourist attraction. So far, the Hejiang River Green Corridor has reached the acceptance standard for national AAAA tourist attractions. It received 49,900 tourists during the May Day holiday of 2021 alone, generating a tourism income of RMB 15 million.



## Challenges and Problems

Fengkai was the ancient capital of Lingnan region, the birthplace of Guangfu Culture, and also an important stopover of the Xiaohe Ancient Path and the Ancient Navigation Route for Tea Trade. As time passes, the political and economic center of Lingnan and the cultural center of Guangfu gradually moved to the Pearl River Delta region, and Fengkai, a county on the provincial boundary, has also gradually slipped into the economic periphery. Before the Hejiang River Green Corridor was built, Fengkai's meandering terrace, the bends of the river course and the bamboo forest along the Hejiang River, were largely unknown to outsiders, so were its history and cultural heritage. The village look along the river was messy and chaotic. The foundation for tourism development was weak, with severe shortage of supporting facilities and cultural and tourism

products with local characteristics. And the villagers were generally poor. In the 12 administrative villages involved in the beautiful countryside demonstration belt of the Guangdong-Guangxi inter-provincial corridor, there used to be 277 households of 686 people living below the poverty line, making them a weak link in rural development.

## Measures

### 1. Highlight three historical and cultural heritages.

Local government organized the compilation of the plan series entitled *Guidelines for Upgrading Planning and Design of the Beautiful Village Demonstration Zone of the Inter-provincial Corridor (Zhaoqing Section)*, to guide the scenic area to string the roads, waterways, race courses, green belt, ancient path, etc. together under the umbrella name "He Path" – here "He" refers to the Hejiang River and also in Chinese means celebrating. It gives full play to its natural endowments and digs deep into the historical and cultural value of the ancient post road. It has built a high-standard museum dedicated to the birthplace of Guangdong and Guangxi cultures, fully reflecting the characteristics of Guangfu. It is reviving the ancient path that integrates Guangxin Culture, Xiaohe Ancient Path, and the Ancient Navigation Route for Tea Trade.



**2. Enhance the landscape along the Hejiang River Green Corridor.** At the end of 2019, Guangdong earmarked RMB 18 million for greening along the Hejiang River (Xiaohe Ancient Path), to create a “clean, tidy, uniform and orderly” rural environment at “low cost, with instant effect and local characteristics.” In accordance with the *Guidelines for Upgrading Planning and Design of the Beautiful Countryside Demonstration Zone in the Interprovincial Corridor (Zhaoqing Section)*, the priority is to improve the landscape along the scenic area by unblocking the view of the corridor, developing major projects at key nodes and beautifying the buildings. At the beginning of 2020, the Lizhi New Village demonstration section of the Corridor and architectural beautification demonstration site were completed, producing initial results.

**3. Introduce market forces to participate in scenic area development.** Overseas Chinese Town Group has invested about RMB 82 million in agricultural projects including a bamboo mushrooms production base, a tea garden called Shangxia Luotian and a trading center for agricultural and sideline products. It is planning to develop the cultural and tourism industry themed on the Hejiang River and Guangxin Culture, with such projects as the tea culture experience corridor on the ancient path, the ancient building complex at Xipan Village where photo-shooting tour and video services and boutique homestays are available, and the intangible cultural heritage street at Dazhou Village. It has hosted sport events such as “Rural Equestrians” to attract crowds, and launched horse-riding tours that combine culture, tourism



and sports. The tourism resources are fully tapped for the development of industries and the village.

## Results

**1. Meet the acceptance standards for national AAAA tourist attractions.** The scenic area covers 42.46 square kilometers, including the core sightseeing area of 13.12 square kilometers. There are 10 major tourist stops, 6 tourist bus stops, 1 bus hub, 17 parking lots, 11 large tourist toilets and 2 tourist centers – one in the north and the other the south. As to catering and accommodation services, there are 15 farmstays and one homestay big enough to accommodate more than a hundred tourists.

**2. Promote employment and increase the income of villagers.** In the scenic area, there is a youth entrepreneurship incubation base and a service center for young entrepreneurs from Guangdong and Guangxi, nine companies, 27 specialized cooperatives, 36 family farms, two e-commerce platforms and three workshops for poverty alleviation. The cooperatives/operators, production bases, farmers and e-commerce platforms have worked together to develop demonstration bases for the raising of Xinghua broilers, and the cultivation of bamboo mushrooms, edible fungus, orchids and Dancong tea trees. In 2021, it received 810,800 tourists and generated a tourism revenue of RMB 275 million. During the Spring Festival holiday, it ranked the second among scenic spots in Zhaoqing and the first among newly opened scenic spots in terms of the number of tourists received. The







per capita disposable income in rural areas was RMB 15,703.6 in 2019, and RMB 16,856.3 in 2020, up 7.3% year on year.

## Experience and Inspirations

**1. Ecological conservation is the prerequisite for development.** While developing the scenic area, Fengkai has firmly grasped two core elements of the beautiful countryside: One is the lucid waters and lush mountains, i.e. a good natural environment; the other is local characteristics of Lingnan countryside.

**2. Uncovering the historical and cultural heritage is the foundation.** Focusing on the three historical and cultural heritages of Xiaohe Ancient Path, the Ancient Navigation Route for Tea Trade and Guangxin Culture, Fengkai emphasizes the representation and an immersive experience of its cultural heritage. First, it dug deep into the historical and cultural value of the ancient post road. Second, it built a high-standard museum dedicated to the birthplace of Guangdong and Guangxi cultures while developing the inter-provincial corridor demonstration belt. Third, it fully incorporated the characteristics of Lingnan culture in buildings.

**3. Developing local industries is the key.** Adhering to the market-oriented thinking, Fengkai has been developing local industries throughout the whole process of developing the inter-provincial corridor demonstration belt which is advanced as an industrial operation project. At present, along the Hejiang River Green Corridor there has formed an industrial system with modern agriculture and sightseeing agriculture at the core, with strong stimulus effects for other industries.

**4. Prepare the development plan.** Fengkai tried to

formulate a comprehensive, feasible development plan that covers village planning, landscape improvement design, roadside landscape design, Green Corridor design, conceptual design of functional zones and architectural design, and listened to the opinions of villagers, township and county authorities, and made corrections timely in this process.

## Next Steps

As one of the beautiful countryside demonstration belts of Guangdong's five interprovincial corridors, the Hejiang River Green Corridor stands out from the others with its future-oriented planning, distinct characteristics, remarkable effect and prominent influence. In the next step, it will gradually evolve from "the demonstration belt effect" to "all-area-advancing tourism." Following Guangdong's guidelines for the development of all-area-advancing tourism, concentrated in "the core area of the Pearl River Delta, the coastal economic belt, and the northern ecological development zone," Fengkai plans to build a middle highway and a ring road along the Hejiang River, connect the Hejiang River Green Corridor with the tourism resources of Fengkai National Geological Park, such as Longshan Scenic Area, Dabanshi and Qiancengfeng, and string the scenic spots together like beads. It will build a demonstration zone for all-area-advancing tourism, which can be accessed from Xunyun Valley of Huaiji in the north and Panlong Gorge of Deqing in the east, so as to include more cultural and natural tourist attractions into the Hejiang River Green Corridor scenic area, and promote the development of all-area-advancing tourism in Zhaoqing.

# 湖北黄冈市英山县： 四季花海·旅居新镇助力乡村振兴



## 摘要

湖北省黄冈市英山县“四季花海·旅居新镇”是湖北省重点建设项目，总占地面积 6,200 亩，投资规模 16.6 亿元。项目区覆盖 1 镇、1 乡、9 个行政村和 1 个社区。项目采取流转土地增加收入、农旅融合精准扶贫，坚持原生态与自然美学相结合、原乡味与时尚元素相融合的建设理念，形成了以花为媒衍生的旅游观光、康养度假、旅居地产、教育培训、红色旅游等产品供应体系，探索绿色发展与红色旅游双轨并行取得了可以复制的成果。“十四五”期间，四季花海·旅居新镇作为乡村振兴先行区项目和助力乡村振兴“头号工程”项目持续推进，进一步确立了“一心引领、三带联动、九园支撑、区域协同”的总体布局，正在绘制更美丽的乡村振兴画卷。

## 挑战与问题

四季花海·旅居新镇在建设前，项目区内是一片低效马尾松低灌木林地，稻田 80% 以上是水浸田，撂荒十分严重。片区内交通不便，信息闭塞，产业请不进来、农副特产品走不出去，乡村经济主要是靠外出务工为收入来源，人居环境和经济文化落后。四季花海项目启动后，面临顶层设计、政策支持、资金扶持、以及国土生态资源、基本农田和森林保护规划中生态用地红线调整、招商引资平台搭建、利益链建立等问题。

## 措施

**1. 研发产业大平台。**始终坚持产品优先、常作常新的方针，顺应市场需求、增强发展动力、厚植发展优势。一是成立产业研发部，每年列支 150 万元专项研发经费，开发新产品、新市场、新渠道。在满足游客“吃、住、行、游、购、娱”等传统功能需求基础上，在“商、养、学、闲、情、奇”新的六要素研发上下功夫；二是成立农业公司，在苗木花卉种植、林地改造、农副产品深加工、销售等领域延伸产业链条，引导项目区周边农村发展采摘、种植、加工、服务，做大做强农旅融合文章。

**2. 开发供应大市场。**一是构建线上线下全网

营销体系，即“媒体全矩阵+ 入口多维度+ 会员合作系统”，在武汉城市圈 8 个城市开设网店，开设直通车打通服务市民“最后一公里”；二是成立“湖北四季花海国际旅行社”，拓展销售渠道、组建旅游资源输出团队，为团队旅游和培训机构提供便利和升值服务，引导旅游团队乡村体验，推动乡村体验式项目建设。

**3. 激发人才大引进。**一是以旅游人才培养为切入点，采取一个员工帮扶一个农户，使地地道道的农民从村民完成到花农、到产业工人的蜕变。二是通过村企联手整合人力资源，利用重大节假日召集在外成功创业人士考察调研项目区建设，鼓励并采取优惠政策吸引在外人才返乡投身家乡建设。几年来已有 23 位有一技之长的在外打工人员返乡投身四季花海景区从事餐饮、娱乐、景区管理和农技服务，8 位英山籍在外创业成功人士返乡创业，创办了旅游公司、地产置业公司、物业服务公司、红色文化公司、农业公司，赋能四季花海项目，助力乡村振兴事业。

**4. 实施体制大改革。**健全“党委/ 龙头企业+ 农技研究所+ 党员示范合作联社+ 基地+ 农户”的经营体系，完善“党委+ 党员示范合作社+ 村集体+ 农民”的利益联结机制，根据总体布局和企业及 9 个村各自的资源禀赋发展康养旅游、生态农业、研学实践、旅居度假、红色旅游等落地项目。





## 成效

四季花海·旅居新镇项目通过8年来艰苦卓绝的努力,已成为中国最美乡村旅游目的地。修建“四好”农村公路12.5公里,铺设水、电、网、气10.3公里,厕所改造130间,投资3,000万元建设标准化“花海新村”两个,改善了人居环境,改变了乡村面貌。四季花海通过流转、征用土地3,400亩固定为农民增收,直接或间接提供了1,200多个就业岗位。游客接待能力由最初的30万人增至100万人次,尽管受疫情影响,2021年接待游客达到56万人次,综合营收1.6亿元;帮扶脱贫316户,摘掉了1,039个贫困帽子;建设3个创业园,吸引在外务工人员返乡创业入驻园区46家,人均年增收2万元以上。

## 经验与启示

**1. 使命明确。**四季花海项目把为社会提供就业、振兴乡村、带动当地居民共同致富作为项目使命,将公司的发展融入美丽中国、振兴乡村的进程中,从而得到了政府的高度重视、支持以及村民的拥护,建设速度较快,社会影响力较强,品牌效应和市场占有率不断攀升。

**2. 定位准确。**四季花海项目把文化战略定位为“乡情、爱情、亲情、友情、恩情”主题,在项目规划之初,就确立了把四季花海建成致富的乐园、幸福的家园、大美的田园、旅居的花园、艺术博览园“五园”目标。顶层规划设计严谨,文旅、农旅高度融合得到了体现。



**3. 五联五共。**为更好地谋求项目片区整体发展,四季花海以“联合组织建设、共抓乡村治理;联合规划制订、共促强村富民;联合人才培养、共谋乡村振兴;联合产业发展、共创优美环境;联合环境提升、共享发展成果”的运作模式共谋发展。

## 下一步计划

为更好地将旅游产业与巩固脱贫成果进行无缝对接,下一步公司将会把产品、产业升级作为抓手,更进一步激发脱贫群众投身乡村振兴建设的内生动力。一是以四季花海为核心,利用乡村振兴先行区建设的契机,科学规划和建设现代农业科技产业园、农耕文化体验园、绿色康养体验园、茶旅融合体验园、原生态农业观光体验园、梦里水乡休闲体验园、果蔬采摘体验园,并建成农副地标产品交易中心、冷链物流中心、园林花卉交易中心,完善数字农业监管中心、直播带货中心等。二是精心运营,进一步拓展景区发展空间,建成以四季花海为核心区的生态产业发展链,努力把四季花海景区和周边9个村、1个社区建成大别山乡村振兴示范区,实现绿色产业高质量发展,谱写红色引领,绿色崛起的新篇章。

# Yingshan County, Huanggang City, Hubei Province:

The “Four-Season Flower Sea” resort town project  
for rural revitalization



## Abstract

The “Four-Season Flower Sea” resort town project in Yingshan County, Huanggang City, is a key development project in the province of Hubei, covering a total area of 6,200 *mu*, and with an investment of RMB 1.66 billion. The project area covers one town, one township, nine administrative villages and one community. It increases farmers’ income through land circulation and supports targeted poverty alleviation by integrating agriculture and tourism. It combines the original ecological environment and look with aesthetics and fashion elements, and has formed a product supply system based on floriculture, including sightseeing, health preservation and vacation services, tourist real estate, education and training, and CPC heritage tours. Its success practices in promoting green development and CPC heritage tours side by side are replicable. During the 14<sup>th</sup> Five-Year Plan period (2021-2025), the project will continue as the pilot area and the “No.1 Project” for rural revitalization. It has established the spatial layout consisting of “three belts and nine specialty parks” under the Party leadership for coordinated regional development, and is working to create a more beautiful future of rural revitalization.

## Challenges and Problems

Before the project was launched, the project area was dominated by Masson pine and low bush woods, with little economic efficiency. Over 80% of the small rice fields were water-soaked, and mostly abandoned. The transportation conditions were backward and information communication blocked. No one wanted to invest here, and it was impossible to transport local agricultural and sideline products out. Rural residents lived mainly on the source of income from migrant workers. The living environment and economic and cultural development were both backward. After the project was launched, local government faced such problems as top-level design, policy support, financial support, project implementation, land use and ecological resources, the adjustment to the red line of ecological land in the plan for basic farmland and forest conservation, the establishment of investment promotion platforms, project fund receiving and the establishment of interest chains.

## Measures

**1. Develop a cross-sectoral platform.** Local government always gives priority to products and works to introduce new products to meet the market demand, strengthen development momentum and edge. First, the R&D Department was set up, with a special grant of

RMB 1.5 million every year to develop new products, new markets and new channels. The R&D team works hard to maintain their leading position in the market. In addition to meeting the traditional needs of tourists for “catering, accommodation, transport, sightseeing, shopping, and entertainment,” they also develop products to meet the new six needs of “business, health preservation, education, leisure, emotion and novelty” and develop the night-tour economic belt. Second, agricultural companies are set up to extend the industrial chain in such fields as planting of seedlings and flowers, forest land transformation, deep processing and sales of agricultural and sideline products, guide nearby villages to develop picking, planting, processing and tourist services, and strengthen the integration of agriculture and tourism.

**2. Expand the market.** First, an online and offline marketing system is built, consisting of the all-media matrix, multi-dimensional portals, and the membership system. Online stores are opened in eight cities of the Wuhan metropolitan circle, and shuttle buses are provided to solve “last-mile” problems for consumers. Second, Hubei Sijihuahai International Travel Agency Co., Ltd. was set up. It expands its sales channels, builds a team to promote tourism resources, provides convenience and value-added services for group tours and training institutions, guides tourist groups to experience the countryside, and promotes the development of experiential rural tours.







**3. Recruit more well-trained workers.** First, by training tourism professionals, local government pairs tourism professionals with rural households to help turn farmers into flower growers to industrial workers. Second, villages work with enterprises to consolidate their human resources, invite successful entrepreneurs to visit the project area during major holidays, and encourage migrant workers to return with preferential policies to participate in the development of their hometown. In recent years, 23 skilled migrant workers have returned to the project area, engaged in catering, entertainment, scenic spot management and agricultural services. And 8 successful entrepreneurs who are natives of Yingshan have also returned and set up tourism companies, real estate companies, property service companies, CPC culture companies and agricultural companies to empower the project and boost rural revitalization.

**4. Advance institutional reform.** A sound operating system is established that involves Party committees, leading enterprises, agricultural technology research institutes, demonstration cooperatives of Party members, production bases and farmers. The interest linkage mechanism that involves Party committees, demonstration cooperatives of Party members, village collectives and farmers is improved. According to the overall layout and the resource endowments of the enterprises and the nine villages involved, health preservation tours, ecological agriculture, study tours, vocation tours and CPC heritage tours are developed.

## Results

After eight years of hard work, the project area has become the most beautiful rural tourism destination in

China. A total of 12.5 km of “four good” rural roads are built, 10.3 km of water, electricity, cables and gas supply lines are laid down, 130 toilets are renovated, and RMB 30 million is spent on building two standardized new villages. The living environment is improved and the appearance of the countryside changed. Through the circulation of 3,400 *mu* of land, the project has provided farmers with fixed income, and directly and indirectly more than 1,200 jobs. The capacity to receive tourists has increased from 300,000 to 1 million. Due to the Covid-19 epidemic, it received only 560,000 tourists in 2021, with comprehensive revenue of RMB 160 million. Tourism has changed the rural business pattern, and lifted 316 households, or 1,039 people out of poverty; three business parks are built, attracting migrant workers to return who have opened 46 businesses in these parks, increasing the annual per capita income by more than RMB 20,000.

## Experience and Inspirations

**1. A clearly-defined mission.** The project mission is to create jobs, revitalize the countryside and drive common prosperity. The project company aligns corporate development with the endeavor to build a beautiful China and revitalize the countryside, receives much attention and support from local government and villagers. It has grown rapidly, built strong social influence, and seen its brand effect and market share both on the rise.

**2. Accurate positioning.** The project centers its cultural development strategy on “love for the countryside, romantic love, love for family and friends, and gratitude.” In the early stage of planning, the project has established the goal of increasing farmers’ income, enhancing people’s wellbeing, improving the ecological





environment, and building a tourist destination and an art expo garden. The top-level design is rigorous, highlighting the deep integration of culture, agriculture and tourism.

**3. Synergy for development.** It is a new exploration for the tourism industry to consolidate the achievements in poverty alleviation by promoting the village-enterprise cooperation for rural revitalization. In order to seek the overall development of the project area, the project team adopts the operating model that pools strengths to develop the organizational structure and improve rural governance; formulate plans for enriching villagers; train workers to contribute to rural revitalization; develop industries and create a beautiful environment; improve the environment and share the fruits of development.

### Next Steps

In order to better connect the tourism industry with consolidating the achievements in poverty alleviation, the project company will upgrade products and industries in the next step, and further stimulate the people who have emerged from poverty to engage in rural revitalization.

**First**, with the project at the core, while building the

pilot zone for rural revitalization, it will scientifically plan and build the agricultural science and technology park, farming experience park, green health and wellness park, tea tour park, ecological agriculture tour park, water town leisure parks, and fruit & vegetable picking park, as well as the agricultural and sideline products trading center, cold-chain logistics center, and plants and flowers trading center. It will improve the digital agricultural supervision center and the live-streaming sale center.

**Second**, it will make meticulous operation, further expand the development space of scenic spots, continuously develop rural tourism and health-preservation vacation products, build an ecological industry chain with the project area at the core, and do a good job in integrating agriculture, culture and tourism. Efforts will be made to build the project area and nine surrounding villages and one community into a demonstration zone for rural revitalization in the Dabie Mountains, achieve high-quality development of green industries and write a new chapter of green development under the Party leadership.

# 河南平顶山市宝丰县龙王沟： 构建乡村发展共同体



## 摘要

2019年8月河南省平顶山市宝丰县率先成立了全国首个县级乡村振兴示范区——龙王沟乡村振兴示范区。示范区自成立以来，以增加农民收入、壮大集体经济为目标，创建国家4A级景区为载体，按照多村抱团发展的理念，组合成“乡村发展共同体”，形成优势联动，逐步形成特色鲜明、魅力独特、文化内涵高的“乡村振兴示范带”。龙王沟乡村振兴示范区已形成以文旅产业为支柱，以集休闲农业、精品民宿、研学教育、特色美食、文创集群、生态农业为补充的“乡村振兴示范带”，实现了从一村美到连村美到村村美的全面辐射带动的乡村振兴新局面。



## 挑战与问题

龙王沟乡村振兴示范区辖7个行政村、13个自然村，1,924户，7,474人，辖区总面积11.46平方公里，其中耕地面积13,611亩。近年来，龙王沟乡村振兴示范区产业蓬勃发展，接待游客人数逐年递增，但在发展过程中，仍存在整体旅游产业业态不够丰富、配套娱乐设施不足、特色旅游商品较少、淡旺季游客人流量落差大等问题。

## 措施

**1. 建立健全基础设施，为乡村振兴“补短板”。**从交通、农业、乡村振兴和水利等部门，多渠道争取项目和资金支持用于道路、公交、环卫、电气等基础设施建设；投资1,200万元，依托境内的水库和穿境而过的净肠河，治理沟渠，贯通水系，打造“小桥流水，曲径通幽”的乡村旅游环线；以宅基地改革为抓手，打造游园、广场等设施。

**2. 增加消费业态植入，为乡村振兴“壮筋骨”。**以旅游体系建设为抓手，将农业产品和观光、体验相结合，建设观景塔、网红打卡点、花田



马车等业态；充分挖掘非遗和民兵文化资源，建设非遗美食一条街、龙柏大道民兵文化体验地等业态；引进各地特色美食，动员和鼓励群众打开家门做生意。

**3. 因村施策谋发展，为乡村振兴“添活力”。**示范区立足于辖区内各村特点，结合各村实际，分别为各村制定发展规划，例如龙泉寺村确定了年轻、时尚“醉美龙泉寺”的发展定位，杨沟村确定“乡愁杨沟村”的发展定位，王堂村确定“画里王堂”的发展定位。

**4. 实施文化繁荣工程，为乡村振兴“树新风”。**一是逐步完善各村文化墙、农家书屋、村史文化墙等，成立以铜器、舞龙舞狮表演等为主的民间艺术文化公司；二是依托当地资源，打造各类节





庆活动，弘扬地方特色文化，打造全域旅游、文化旅游新亮点。

## 成效

龙王沟乡村振兴示范区各村主干道已建成铺装路面，3个核心村背街小巷也全部硬化；村庄实现垃圾分类处理，城乡环卫一体、城乡公交一体、城乡供气一体等实现了全域覆盖，农户改厕率达到95%以上。通过环境打造，解决了居住环境“脏、乱、差”现象，实现了乡村的美丽蜕变，群众与游客幸福感倍增。

龙王沟乡村振兴示范区的发展，为村民带来了多渠道的收入来源，一是土地经营权入股分红，村民以土地经营权入股，每亩500元保底分红；二是示范区提供的岗位收入，群众纳入公司管理的每月1,000元至1,500元，通过考试进入公司的3,000元至5,000元；三是景区商铺经营收入，人均年增收3,000元以上。农民实现在家门口就赚到钱，生活切实富起来。

## 经验与启示

**1. 乡村振兴离不开体制创新。**龙王沟乡村振兴示范区以“管委会+公司”套合“村委会+合作社”的发展模式为基础，管委会抓行政，龙王沟发展有限公司理思路、把方向、抓运营，村委会打辅助，成立各类主题不一的子公司，充分发

挥基层经济体的作用，与发展、实业公司相辅相成，互利共赢。

**2. 乡村振兴离不开因地制宜。**根据当地的资源禀赋，开发具有竞争力的特色产品，发展具有区域特色的主导产业。龙王沟示范区在乡村振兴过程中因地制宜，打造“一村一品”，其中既有第一产业主导型，如龙王沟示范区双低菜籽油、多肉植物、七彩花生、艾草种植等，都由不起眼的农产品做成了兴农富农的大产业；也有第二产业主导型，如以榨油厂为起点，逐步带动入股农户近30家，实现年总产值380万的富民产业园；还有第三产业主导型，如画里王堂、乡愁杨沟村、醉美龙泉寺等依托田园风光和丰厚文化底蕴的乡村旅游业。

**3. 乡村振兴离不开“三产”融合。**通过乡村旅游与三产融合的方式，能够推进农业供给侧结构性改革，推动绿色发展，实现乡村振兴真正落地。龙王沟乡村振兴示范区以油菜花、油葵为主的现代农业体系为基础，结合各村特色在沿线植入了观光、餐饮、民宿等旅游业态，形成乡村旅游经济圈，全方位展现龙王沟乡村振兴示范区的文化底蕴、风土人情、非物质文化遗产以及乡村振兴成果等。

## 下一步计划

**1. 推进项目建设。**一是与平顶山学院合作建设特色植物育种及推广示范园区，园区集科学研究、植物育种、苗木繁殖、参观展示和科普教育于一体，填补花海季节性“空窗期”，实现龙王沟四





季赏花。二是建设研学营地，积极探索基础教育实践育人新路径，助推龙王沟形象宣传效果。三是投资建设花海大地景观项目，目前项目一期已完工，项目二期将景点与宝丰县“六大文化”相结合，促进观光体验与文化内涵两提升。

**2. 打造品牌“IP”。**一是继续打造油菜花海，做精做细各类节事活动，积极谋划一批引领性强、创新性强、支撑性强的项目，搭建有效载体，提高文旅项目的吸引力和凝聚力。二是与河南省专业品牌设计公司合作，注册龙王沟品牌，

设计logo、宣传标语、吉祥物等，为龙王沟“IP”背书，全新升级龙王沟系列产品包装、文创产品，形成品牌合力。

**3. 聚力“一村一品”。**在龙泉寺弘扬民兵文化；在大栗庄村建设花生加工厂，发展壮大“五彩花生”种植；在马厂村大力发展艾草种植、艾草生态园观光；在赵圪垯村发展乳鸽养殖产业等。形成一村一特色、齐头并进、7个村一村不落的建设发展新格局。





# Longwanggou, Baofeng County, Pingdingshan City, Henan Province:

Building a rural development community



## Abstract

In August 2019, Baofeng, a county in the city of Pingdingshan, Henan Province, set up China's first county-level rural revitalization demonstration zone – Longwanggou, with the purpose to increase farmers' income and strengthen the collective economy. In its drive to build a national AAAA tourist attraction, Longwanggou forms a rural development community composed of several villages for collaborative development, to draw on each other's advantages and pool strengths for common development. In this way, the development of one village will be extended to those next to it and eventually all participating villages will become beautiful and prosperous, and gradually form a rural revitalization demonstration belt with distinct characteristics, unique charm and high cultural connotation. The demonstration belt in Longwanggou features culture and tourism as its pillar industries, supplemented by leisure agriculture, boutique homestay, study tours, specialty food, cultural and creative clusters and ecological agriculture. Scenes of rural revitalization are spreading from three "star villages" to all seven villages in all respects.



### Challenges and Problems

Longwanggou Rural Revitalization Demonstration Zone governs 7 administrative villages and 13 natural villages, with 1,924 households of 7,474 people, covering a total area of 11.46 square kilometers, including 13,611 *mu* of arable land. In recent years, its industries have been booming, and the number of tourists has been increasing year by year. But in the process of development, the tourism industry lacked diversity on the whole, entertainment facilities open to tourists were insufficient, tourist commodities with local characteristics were few, and there was a large gap in tourist flow between the peak and off seasons.

### Measures

**1. Improving infrastructure to shore up the weak links in rural revitalization.** Longwanggou managed to raise funds from and have projects approved by government departments responsible for transportation, agriculture, rural revitalization and water conservancy, to support the construction of infrastructure including roads. It invested RMB 12 million to improve the environment of and connect the canals and ditches via the reservoirs and the Jingchang River that runs through it, to form a water system that surrounds rural tourism destinations. It vigorously pushed forward sanitation, public transportation and electrical engineering projects in urban and rural areas, and built amusement parks, squares and other facilities through the reform of rural residential land.

**2. Diversifying business forms to increase tourist consumption.** While building the tourism system, Longwanggou combined agricultural products with sightseeing and the visitor experience, built observation towers, Internet-famous sites and offered carriage trips in flower fields. It fully taps local intangible cultural heritage and militia heritage and opened a food street themed on intangible cultural heritage and the militia culture experience base on Longbai Avenue. It also imported specialty foods from outside, and mobilized and encouraged people to do business with tourists.

**3. Tailoring development plans to each village to inject vitality into rural revitalization.** Based on the characteristics and actual conditions of each village in its jurisdiction, Longwanggou customized the development plan for each village. For example, Longquansi is positioned as young and fashionable place famous for its brewing industry, Yanggou Village as a place for recalling rural roots with fond memories, and Wangtang Village a place in paintings.

**4. Implementing the flourishing culture project to create new trends for rural revitalization.** First,



it gradually improved the culture walls, reading rooms and village history walls in each village, and set up folk art and culture companies specialized in bronze wares, dragon and lion dance performances. Second, it organized various festivals and celebrations based on local resources, advocated local characteristic culture, and built highlights of all-area-advancing tourism and cultural tours.

## Results

The main roads in each village are paved, and the back streets and alleys of the three core villages are hardened. Waste is sorted in villages. The rural sanitation, public transport, and gas supply systems are 100% integrated with the urban ones. And more than 95% of rural households have had their toilets upgraded. Thanks to these efforts, the dirty, messy and bad living environment is gone. The villages become beautiful, to the great happiness of the villagers and tourists alike.

Through development, Longwanggou has brought many sources of income to the villagers: (1) dividends from the land operations right; (2) wages from jobs provided by the demonstration zone; (3) income from



running stores in the scenic areas. The villagers can earn money without leaving the hometown, and their income has increased significantly.

## Experience and Inspirations

**1. Rural revitalization would not be possible without institutional innovation.** Longwanggou Rural Revitalization Demonstration Zone adopts the development model under which the structure of administrative committee plus companies is combined with that of the villagers' committees plus cooperatives. The administrative committee is responsible for public







administration, companies, business operation, while villagers' committees provide support, and Longwanggou Development Co., Ltd. is responsible for the development approach, direction and day-to-day operations. The villagers' committees support corporate development in the demonstration zone. There are subsidiaries with different specializations to give full play to the role of grass-roots economies and mutually support Longwanggou Development Co., Ltd. and Longwanggou Industrial Co., Ltd. for win-win results.

**2. Rural revitalization would not be possible without adaptation to local conditions.** Based on local resources endowed, Longwanggou has developed competitive specialty products and leading industries

with regional characteristics. In the process of promoting rural revitalization, Longwanggou has launched the "One Village, One Product" project. Some villages are dominated by the primary industry, such as the cultivation of double-low rapeseed oil, succulent plants, multi-color peanuts and wormwood, which has grown into a big scale and generated considerable income for farmers. Some are dominated by the secondary industries. For example, starting with an oil mill, some village has attracted nearly 30 farmers to invest, and built an oil production industrial park with an annual output value of RMB 3.8 million. Some others are dominated by the tertiary industries. For example, Wangtang, Yanggou and Longquansi villages have focused on tourism development based on their idyllic scenery and rich cultural heritage.

**3. Rural revitalization would not be possible without the integration of the primary, secondary and tertiary industries.** Through the integration of rural tourism and the primary, secondary and tertiary industries, Longwanggou can promote the supply-side structural reform of agriculture, promote green development, and achieve true rural revitalization. Based on the modern agricultural system dominated by rape flowers and sunflowers, Longwanggou Rural Revitalization Demonstration Area provides sightseeing,



catering, homestay services along the tourist routes in combination with the characteristics of each village to form a tourism-based economic circle, and display Longwanggou's cultural heritage, folk customs, tourist attractions, intangible cultural heritage and progress in rural revitalization.

## Next Steps

**1. Launch more projects.** First, Longwanggou will work with Pingdingshan University to build a demonstration park for specialty plant breeding and promotion. The park is tasked with scientific research, plant breeding, seedling propagation, visitor reception, exhibitions, and popular science education, and will fill in the seasonal blanks of flower fields, so that visitors can appreciate flowers here in all seasons. Second, it will build a camp site for study tours, actively explore new ways for contributing to primary education to build up the image of Longwanggou. Third, it will fund and build the Huahai Dadi ("Flower Land") project. The first phase of the project has been completed. The second phase will incorporate elements of Baofeng's six major lines of cultural heritage (the Ru porcelain, filial piety, traditional opera, magic, revolutionary history, and *baijiu*) to upgrade the tourist experience and cultural connotation.

**2. Brand building.** First, Longwanggou will continue to refine the fields of rape flowers, organize various festival activities, actively plan a number of projects with strong demonstrative effects, innovation and support, build effective carriers, and develop cultural and tourism projects that appeal to and unite people. Second, it will cooperate with specialized brand design companies in



Henan, register the Longwanggou brand, design its logos, slogans and mascots, endorse the "IP" of Longwanggou, and upgrade the packaging of Longwanggou products, including cultural and creative products, to form brand synergy.

**3. "One Village, One Product."** Longquansi will advocate the militia tradition; Dalizhuang will build a peanut processing plant and cultivate more multi-color peanuts; Machang will vigorously grow wormwood and build an ecological wormwood garden for sightseeing; and Zhaogedang will develop the pigeon breeding industry. Then a new development pattern will be formed where each of the seven villages has its specialty industry and advances hand in hand.



# 重庆巫山县竹贤乡： 生态、人文、旅游融合发展助力乡村振兴



## 摘要

为深入实施乡村振兴战略，重庆市文化旅游委帮扶团队入驻巫山县竹贤乡，以文旅产业发展为路径，发挥“世界遗产胜地、时代楷模故里”生态及人文资源优势，大力弘扬“下庄精神”指导发展生态旅游、康养旅游、红色旅游、研学旅游等业态，推动竹贤乡从美丽景色向美丽经济转变，走出一条“生态+人文+旅游”融合发展、助力乡村振兴的新路径。





## 挑战与问题

竹贤乡具有优越的自然与人文资源禀赋和区位优势，平均海拔 1,430 米，年平均气温 13℃，森林覆盖率超过 80%，是五里坡世界自然遗产地和新时代愚公精神“下庄精神”的发源地。竹贤乡虽有生态人文两大资源，但发展乡村旅游，助力乡村振兴仍有差距。一是乡村旅游资源没有有效盘活，村民缺乏依靠旅游辅助农业转型升级的意识和能

力。二是公共服务品质仍需提升。乡村交通设施、服务功能、娱乐体验、公共休闲等配套建设较弱，乡村旅游智慧供给和服务水平还需提高。竹贤乡需融合优势资源，立足“优质生态”基础，高举“下庄精神”旗帜，实施“文化+”“旅游+”“研学+”等资源融合整合，打造兼具乡土文化、人文精神、特色旅游的新业态、新主体和新模式。

## 措施

**1. 旅游帮扶“精准化”。**帮扶团队通过反复调研、实地考察，形成了竹贤乡及重点村乡村旅游发展规划。以市、县打造竹贤乡全市乡村振兴示范乡（镇）为平台，整合资源，开发建成露营基地、农耕文化体验基地、古道驿站、回望下庄等人文景点 14 个，打造旅游民宿及接待点 15 家，进一步夯实乡村旅游发展基础。

**2. 乡村旅游“全域化”。**充分发挥竹贤乡地理、资源、气候优势，以福坪村、石院村为重点，





发展生态康养产业；以“下庄天路”为重点，打造研、教、学、游一体化“下庄精神”教育基地；借助美丽宜居示范场镇建设契机，打造竹贤乡生态康养小镇；在下庄村、石院村、石沟村实施改造农房，打造生态康养民宿产业，实现“村村是景点、村村有看点”。

**3. 研学旅游“体验化”。**大力弘扬“下庄精神”，建成下庄人事迹陈列室、愚公讲堂、下庄筑路英雄谱等红色教育研学基地和室外教学体验点，成立巫山县委党校下庄分校党员干部教育培训学校。创新“培训家访、学习家教”模式，采取“住农家屋、吃农家饭、干农家活、走下庄路”等体验活动，构建了主客共享的文化、旅游、教育新空间。

**4. 传统产业“特色化”。**按照“小规模、多品种、高品质、好价钱”产业发展思路，积极发展山地特色农业产业。形成“11335”产业发展格局（1万亩核桃、1,000亩智慧柑橘、3,000亩烤烟基地、3,000亩药材产业、5,000亩蔬菜产业），注册打造“下庄天路”生态农产品品牌，成立“云上竹贤产

业发展有限公司”集体经济联营组织，打造竹贤生态康养小镇和生态康养民宿产业，2021年全年接待游客20余万人。

## 成效

全乡累计实施水电路、交通物流等20余个基础设施建设项目。全乡公路通村、通组通畅率100%，改造卫生厕所1,349户，传统村落数字博物馆、干部教育培训教室建成，人居环境全面提升，美丽乡村雏形初显。形成了一批“文旅+农业”休闲农场产业、“文旅+生态”精品度假产业，打造了一个“文旅+教育”研学基地，切实带动了部分乡村村民就地就业，拉长了区域农业产业链，增加了农副产品附加值。竹贤乡现已建有农家乐11家、民宿20余户，年人均收入大大提高。2021年度，全乡农村经济总收入达6,009.23万元，农村居民人均可支配收入达14,100元，相比2016年人均可支配收入增长了42.7%。

## 经验与启示

**1. 坚持因地制宜原则。**遵循乡村自身发展规律，充分体现竹贤乡地理气候特点，发掘竹贤乡文化底蕴，保留乡风、乡味、乡情、乡貌和乡愁，保持历史记忆、地域特色，注重高山康养品质业态。

**2. 坚持生态优先原则。**注重生态环境和人居环境的提升，竹贤乡作为五里坡世界自然遗产地，在发展农业产业和乡村旅游的同时，坚守生态保护







红线，把原汁原味原风情作为乡村旅游最大的优势、最好的品牌，把“绿水青山就是金山银山”的理念贯穿乡村振兴的全过程。

**3. 坚持创新发展理念。**创新理念和思路，有效突破土地、资金等瓶颈制约和制度障碍，以石院村和下庄村作为试点，推行“公司+集体经济+农户”等新型发展模式，带动村民增收致富，将乡村旅游资源转化为美丽经济；创新发展“研学旅”产业，将“下庄精神”不断传承弘扬。

**4. 坚持“旅游家访”理念。**推进乡村旅游提档升级，发挥村民主体作用，满足游客日益增长的个性化需求，近距离感受当年修建“下庄天路”的艰辛与气魄，让游客获得最贴近、最深入、最直接的体验感。

助力乡村智慧旅游发展。以“互联网+旅游+乡村”为思路，帮扶乡村旅游、乡村发展与数字科技融合，推出具有交互性、沉浸式、体验型特点的数字乡村旅游产品，构建乡村旅游“一站式、智能化、个性化”智慧服务系统。

**三是助推文化振兴。**创作弘扬“下庄精神”、反映竹贤乡人民生产、生活、生态为题材的文艺作品，升级竹贤乡村级文化广场和旅游公共服务设施，加强竹贤乡文物修葺与保护，把更多竹贤本土文化内容注入景区景点，实现乡土文化助力乡村振兴。

## 下一步计划

**一是打造 4A 级旅游景区。**竹贤乡具有优越的自然与人文资源禀赋，风光秀美，与周围生态景区、著名旅游景点具有联动发展优势，具备发展生态旅游、养生旅游、研学旅游等业态的绝佳条件，结合“全国脱贫攻坚楷模”毛相林事迹与“下庄精神”的广泛传播，下一步将重点创建全国 4A 级旅游景区。

**二是打造“数字乡村”。**借助数字科技技术，



## Zhuxian Township, Wushan County, Chongqing Municipality:

Integrated development of ecological conservation, culture and tourism to boost rural revitalization



## Abstract

In order to implement the rural revitalization strategy, the assistance group for rural revitalization of Chongqing Municipal Commission of Culture and Tourism are stationed in Zhuxian Township, Wushan County. Focusing on the development of cultural and tourism industry, they give full play to Zhuxian's ecological and cultural resources as a world heritage site and the hometown of national poverty-alleviation model Mao Xianglin, and vigorously advocate the Xiazhuang Spirit. Giving full play to local ecological and cultural advantages, they guide the development of eco-tours, health preservation tours, CPC heritage tours and study tours, to translate local beautiful landscape into economic benefits. Zhuxian has blazed a new path to rural revitalization through the integrated development of ecological conservation, culture and tourism.



### Challenges and Problems

Zhuxian Township is endowed with superior natural and cultural resources and geographical advantages. With an average altitude of 1,430 meters, an average annual temperature of 13°C and a forest coverage rate of over 80%, it is home to Wulipo World Natural Heritage Site and the birthplace of the Xiazhuang Spirit, today's version of the old Chinese story "The Foolish Old Man Moving the Mountains." Despite its sound ecological and cultural resources, it still had weak links to shore up to develop rural tourism for rural revitalization. First, its rural tourism resources were not put into effective use, rural tourist infrastructure needed to be improved, and villagers lacked the awareness and ability to develop tourism as a catalyst to the transformation and upgrading of agriculture. Second, the public services needed to be improved. Due to the weakness in rural transportation facilities, service functions, entertainment experience, public leisure facilities, the supply and level of smart tourist services were to be improved. Third, there lacked synergy among its advantageous resources. Based on the high-quality ecological environment, Zhuxian Township

needed to hold high the banner of Xiazhuang Spirit, integrate resources such as culture, tourism and study tours, and double down on developing new business forms, market entities and models with rural flavor, culture, and characteristics.

### Measures

**1. Provide targeted assistance for tourism development.** After multiple surveys and field visits, plans for tourism development in Zhuxian Township and key villages were formulated. On the city- and county-level platform of building Zhuxian into a demonstration village (town) for rural revitalization, Zhuxian has integrated resources, developed and built 14 cultural attractions such as the camping base, farming experience base, post station on the ancient path and The Past of Xiazhuang, and opened 15 homestays and tourist reception sites, to consolidate the foundation for rural tourism development.

**2. Promote "all-area-advancing" tourism.** Zhuxian gives full play to its geographical, resource and climate advantages, and guides the development of eco-friendly and pro-health industries, especially in Fuping and Shiyuan villages. To advocate Xiazhuang Spirit, it guides the building of an education base for research, education, and tourism purposes. Seizing the opportunity of building a beautiful and livable model town, it guides





the development of eco-friendly and health preservation town. It also renovate rural dwellings in Xiazhuang, Shiyuan and Shigou villages, guides the development of eco-friendly and health-preservation homestays. Through all these efforts, every village in Zhuxian now has its own tourist attractions.

**3. Develop study tours that value the visitor experience.** Zhuxian vigorously advocates the Xiazhuang Spirit. It has built such educational and study tour bases and outdoor experience sites as The Gallery of Heroes in Xiazhuang, Lecture Hall on the Xiazhuang Spirit, and the Stories of Road-building Heroes in Xiazhuang. Wushan County Party School also opened a branch in Xiazhuang for the training of Party members and cadres. It has introduced a new model that values the visitor experience of staying in homestays, eating local food, doing farm work and reviewing the past of Xiazhuang, thus creating new space of culture, tourism and education shared by locals and visitors.

**4. Highlight the “characteristics” of traditional industries.** Zhuxian actively develops agriculture with mountain characteristics that is small in scale, diverse in product portfolio, high in quality and competitive in price. It guides villagers to form the development pattern composed of 10,000 *mu* of walnut trees, 1,000 *mu* of smart orange orchards, 3,000 *mu* of flue-cured tobacco

base, 3,000 *mu* of medicinal herb production base and 5,000 *mu* of vegetable growing base. “Xiazhuang Tianlu” is registered as a brand for eco-agricultural products. Zhuxian also set up an association of collective economies called Yunshang Zhuxian Industry Development Co., Ltd., and develops the eco-friendly and health-preservation town and homestays, which received more than 200,000 tourists in 2021.

## Results

The township has implemented a total of more than 20 infrastructure construction projects, including water supply/drainage, electricity lines, roads, and logistics projects. All villages and villager groups are connected to highways. And 1,349 households have switched to sanitary toilets. The digital museum of traditional villages and the training classrooms for cadres are open. The living environment and appearance of villages have been improved. A beautiful countryside is in the making. There are a number of leisure farms that combine cultural tours with agriculture and boutique vacation destinations that combine cultural tours with ecology, and a study tour base that integrates cultural tours with education. They have provided jobs and the opportunity to start business for some villagers, extended the regional industrial chain of



agriculture and increased the added value of agricultural and sideline products. Zhuxian Township has 11 farm stays and more than 20 homestays, and the annual per capita income has greatly increased. In 2021, it registered a rural economic income of RMB 60,092,300, and the per capita disposable income of rural residents of RMB 14,100, an increase of 42.7% over 2016, and a year-on-year increase of 25.7% from 2020.

## Experience and Inspirations

**1. Adhere to the principle of adapting to local conditions.** Zhuxian respects the rural development pattern, fully considers its geographical and climatic characteristics, explores the cultural heritage, preserves the local style, flavor, look and fond memories of the township, and makes particular effort to cultivate mountain-based health preservation business.

**2. Adhere to the principle of prioritizing ecological conservation.** With a focus on improving the ecological and living environments, Zhuxian Township, home to Wulipo World Natural Heritage Site, safeguards the red line for ecological protection while developing agriculture and rural tourism, and pitches the original look and flavor of rural areas as the biggest assets for developing tourism. It follows the concept that “lucid waters and lush mountains are invaluable assets” in everything it does to promote rural revitalization.

**3. Continue to pursue innovation-driven development.** It has introduced new concepts and ideas, and effectively removed bottlenecks and institutional

barriers in land use and financing. It has piloted in Shiyuan and Xiazhuang villages the new development model that brings together companies, collective economy and rural households, to increase villagers’ income and turn tourism resources into economic benefits. It develops study tours to advocate Xiazhuang Spirit.

**4. Promote “home visits” among tourists.** It continues to upgrade rural tours, give play to the role of villagers as the main body, meet the growing personalized demands of tourists, and allow them to see with their eyes and hear with their ears all the difficulties Xiazhuang went through and its resolve to carve out the road in mountains.

## Next Steps

**First, apply for the status of AAAA tourist attraction.** Zhuxian Township is endowed with superior natural and cultural resources, beautiful scenery, and has the advantages of coordinated development with surrounding natural scenic spots and famous tourist attractions. It is the ideal place for developing eco-tours, health-preservation tours, and study tours. In addition to spreading the story of Mao Xianglin, a national poverty alleviation model, and the Xiazhuang Spirit, it will work hard to apply for the status of AAAA tourist attraction.

**Second, build a digital countryside.** Digital technology is making rural tours more intelligent. Focusing on “Internet-based tourism and rural development,” it will help integrate rural tours, rural development and digital technology, and launch digital rural tourism products that is interactive, immersive and values the tourist experience. It will construct an “one-stop, intelligent and individualized” service system for rural tours.

**Third, develop rural culture.** It will create artworks on the Xiazhuang Spirit and on the local ways of production, life and ecological environment. It will upgrade village-level cultural plazas and public service facilities for tourists, strengthen the repair and conservation of cultural relics, incorporate more local cultural elements into the scenic spots and promote rural revitalization through rural culture.



# 江苏南通市海门区颐生村： 张謇故里—诗和远方的“追梦地”



## 摘要

江苏省南通市海门区常乐镇颐生村是中国近代著名实业家、教育家、慈善家张謇先生故里，习近平总书记称赞张謇是“中国民营企业家的先贤和楷模”。近年来颐生村紧抓张謇故里、特色田园、江海农耕三大独特农文旅优势，以张謇故居周边4.58平方公里为项目核心区，建设农文旅一体发展示范高地通过张謇故里小镇、张謇纪念馆、颐生文博园、颐生汀村、无边界乡村昆虫博物馆等项目建设，让颐生村成为看得见风景、记得住乡愁的特色田园乡村旅游区。



## 挑战与问题

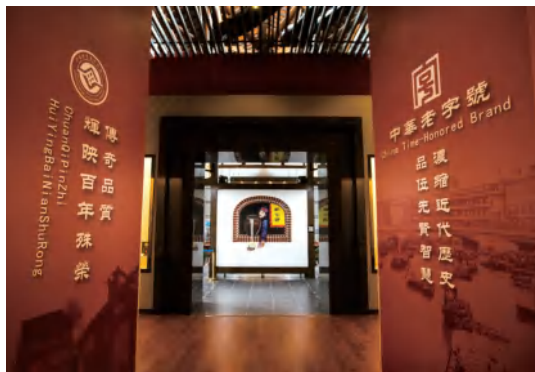
2017 年以前颐生村发展遭遇瓶颈，集中体现在一是基础设施建设薄弱。颐生村是常乐老街所在地，人口密度大，受制于地势低洼等各方面原因，基础设施建设滞后；二是乡村文化传承渐失。1903 年张謇创办的颐生酒百年老字号，多次获得国际性、全国性荣誉。然而近些年颐生酒市场占有率低，影响力小，传承困难。此外常乐老街、四汀宅沟建筑文化等日渐式微，张謇企业家精神在南通范围以外影响力不显。

## 措施

**1. 创新共建模式。**一是村镇共建。坚持以镇带村、镇村联动，强化顶层设计，以颐生村文旅片区为核心，整合周边中南村、官公河村、八烈村的资源优势，高效推进四村组团振兴、串线连片、示范辐射，形成农文旅产业大融合的“颐生样本”。二是村企共建。颐生村自身创建村办集体企业统筹推进农文旅产业一体化发展；颐生村以智能大棚温室等设施入股，与农业科技龙头企业合作打造集休闲、观光、采摘为一体的“乐番天”农文旅体验项目；颐生村吸收全国 500 强企业中南集团投资 200 亿元分三期建设省重点文旅项目“张謇故里小镇”。

**2. 注重基建改造。**颐生村持续提升村域生态面貌，整治村内主要水系 8,000 米，完成农户污水管网配套 3,800 户，建成高标准农田 6,500 亩。投资 1,000 多万元打造 1,700 m<sup>2</sup>集游客集散、便民服务为一体的颐生乡村会客厅和 3 处游客中心；畅通内部交通“微循环”，建设市级最美骑行线和镇级乡村骑行线 10 公里，配备兼具旅游观光与接驳功能的哈罗电动助力车 50 辆，旅游观光电动车 3 辆，开通乡村旅游场景式体验小火车。

**3. 推动文化传承。**突出张謇主线，围绕“张謇故里·醉美颐生”定位，创成国家 4A 级张謇故里景区；盘活“颐生酒”非遗资源，建成省工业旅游区——颐生文博园；发掘张謇村落主义内涵，传承本土“四汀宅沟”传统建筑文化，打造江海特色田园——“汀村”传统示范村落，展示江海文化，还原沙洲地貌。





## 成效

颐生村通过做强做优景区、小镇、文博园和特色田园等文旅综合体，2021 年全年接待游客 150 万人次，实现旅游总收入 4,000 万元；通过延伸旅游全产业链条，吸收本村及周边村居民参与人居环境保洁、非遗技艺在地传承、餐饮住宿等旅游及相关配套行业，直接吸纳就业人员 1,500 余人，颐生村工资性收入超过当地农民人均可支配收入 20%。

颐生村引进垃圾就地减量化项目，试点厨余垃圾可循环利用，实现了厨余垃圾“变废为宝”。系统推进“清洁家园、美丽花园、整齐菜园、生态田园”建设，建成总占地 500 亩“花漾常乐”花卉生产基地，6,000 m<sup>2</sup>湿地公园及 1,200 米樱花大道。实施全域治水工程，实现全村河道“水清、坡绿、岸净、景美”，村庄生态环境、产业业态全面优化升级。

## 经验与启示

**1. 项目带动。**以新建高标准农田等农业农村项目为契机，大幅提升全村道路、水利及其他基础设施配套；以稻田为载体打造系列农文旅主题项目，提高土地附加值；对农村集体废弃厂房、闲置房屋等资产资源进行租赁回收，采取整治、改造、建设等方式，统筹片区农文旅资源系统化发展，吸收非遗色织土布、竹编草编等本土手工技艺，推动乡村传统文化。



**2. 活动带动。**颐生村先后承办首届（海门）乡村振兴创新发展论坛、江海文化旅游节暨张謇文化艺术周、常乐文旅高质量发展论坛、“张謇精神的启示”学术座谈会、乡村振兴人才交流会暨首届海门青年人才骑行活动、2019 年中国森旅节等。每年举办特色节庆元宵灯会，有力提升了颐生村的旅游知名度和美誉度。

## 下一步计划

一是对非遗传承和江海文化进行深度加工和创新设计，推进非遗项目产业化发展，推动非遗文化进校园、进村庄。二是通过复建张謇故居，推进颐生文博园二期和张謇故里小镇二期、三期建设，积极打造全国青少年研学基地，探索和弘扬张謇精神的现实意义，扩大张謇故里在全国乃至全世界范围的美誉度和影响力。三是持续打造汀村传统示范村落，依托无边界乡村昆虫博物馆，结合农业产业，打造特色田园景观，积极举办稻田音乐节、开窖节、丰收节等特色节庆活动，建设青年友好型乡村发展阵地，探索旅游助力乡村振兴的新路径。

# Yisheng Village, Haimen District, Nantong City, Jiangsu Province:

The birthplace of Zhang Jian, a land of aspiring dream chasers



## Abstract

Yisheng, a village in Changle Town, Haimen District of Nantong, Jiangsu, is the hometown of Mr. Zhang Jian, the late famous industrialist, educator and philanthropist in modern China, acknowledged by Chinese President Xi Jinping as “the pioneer and model of private entrepreneurs in China.” In recent years, Yisheng has been tapping its three unique advantages in developing agriculture, culture and tourism as the hometown of Zhang Jian, with characteristic idyllic landscape and Jianghai-style farming tradition. It has built a model highland for integrated development of agriculture, culture and tourism, with Zhang Jian’s former residence and its surroundings, totaling 4.58 square kilometers, as the core area. It has developed Zhang Jian Hometown Scenic Area, and is pushing ahead the Zhang Jian Town project. The Zhang Jian Memorial Hall is upgraded. There is also Yisheng Culture Expo Park, “Tingcun” – a village specialized in Jianghai-style farming methods, and China’s first rural borderless insect museum. Yisheng has become a tourism village with unique idyllic landscape that allows the people to be close to mountains and waters and recall their rural roots with fond memories

## Challenges and Problems

Before 2017, Yisheng had problems with development, the biggest of which was the poor infrastructure. Yisheng is where Changle Old Street locates, with a large population density. But infrastructure construction lagged behind due to the low-lying terrain and other factors. Another problem was the gradual loss of rural cultural heritage. The century-old brand Yisheng wine, founded by Zhang Jian in 1903, has won many international and national honors. But in recent years, its market share and influence has been small, and the business have been hard to sustain. In addition, the architectural culture of Changle Old Street and *sitingzhaigou* (square houses encircled by water-running ditches) is gradually declining, and the influence of Zhang Jian's entrepreneurial spirit is limited within Nantong.

## Measures

### 1. Introduce a new joint contribution model.

Yisheng adheres to the leadership of and works with the town government, strengthens the top-level design, and makes every effort to build a demonstration village of industry-village integration in the Yangtze River Delta. With the cultural and tourism area at the core, it integrates the advantageous resources of surrounding villages Zhongnan, Guangonghe and Balie, and effectively



promotes cooperation with these three villages, include and stimulate them in the integrated development of agriculture, culture and tourism, to create the Yisheng Model in this regard.

**2. Improve infrastructure conditions.** Yisheng continues to improve the ecological environment. An 8,000-meter stretch of the main water system in the village is improved. It has laid the sewage pipelines for 3,800 households, and built 6,500 *mu* of high-standard farmland. It spent more than RMB 10 million building the Reception Room and three tourist service centers with a combined area of 1,700 square meters and such functions are tourist distribution and other services. It has unblocked the “microcirculation” of traffic in the village. It has built 10 km of city-level biking routes and town-level rural biking routes. It has put into use 50 electric mopeds of Hellobike and 3 electric vehicles for both sightseeing and shuttling services. There is also a mini-train to show tourists around the village.







**3. Promote cultural inheritance.** Highlighting the main theme of Zhang Jian Hometown, centering on its positioning as “The Hometown of Zhang Jian and Yisheng Wine,” Yisheng has made Zhang Jian Hometown Scenic Area a national AAAA tourist attraction, and built the provincial industrial tourism area Yisheng Culture Expo Park by tapping the intangible cultural heritage of Yisheng wine. It explores the connotation of Zhang Jian’s village-ism (village-based development philosophy), inherits the local traditional architectural style of *sitingzhaigou*, and builds Tingcun, a demonstration village of traditional idyllic landscape of the Jinaghai region, to show Jinaghai culture and restore the sandbank landform.

## Results

By upgrading its scenic area, Zhang Jian Hometown project, the Culture Expo Park, the characteristic idyllic landscape and other culture-tourism complexes, Yisheng received 1.5 million tourists and generated a total tourism income of RMB 40 million in 2021. By extending the tourism industry chain, it has directly hired more than 1,500 local and nearby villagers for tourist services and related jobs, such as environmental sanitation, localized inheritance of intangible cultural heritage handicraft techniques, catering and accommodation services. The wage income in the village has exceeded the per capita disposable income of farmers by 20%.

Yisheng has also introduced the project of on-site reduction of waste, and piloted the recycling of kitchen waste, which turns kitchen waste into an asset. It systematically promotes the initiative of building “clean homes, beautiful gardens, neat vegetable

gardens and ecological farms” and has built a 500 *mu* flower production base called “Huayang Changle,” a 6,000-square-meter wetland park and a 1,200-meter-long cherry blossom avenue. It works to improve the water system in the village and make sure that “the water is clean, slopes and banks are green and clean, and the scenery beautiful” along all rivers in the village. The village environment, ecology and industrial structure are comprehensively upgraded.

## Experience and Inspirations

**1. Project-driven development.** Taking the opportunity presented by such agricultural and rural projects as building high-standard farmlands, Yisheng greatly improved the road, water conservancy and other facilities. It developed a series of agricultural, cultural and tourism projects based on the rice fields to increase the added value of land. Abandoned factory buildings and idle house of rural collectives are recovered and leased, and it coordinate the systematic development of rural cultural and tourism resources by means of rectification, renovation and construction. It upgraded the development approach of “one village, one product” to “multiple products in each village,” inherited multi-color weaving technique of homespun cloth – a local intangible cultural heritage item, and the bamboo-weaving and straw-weaving techniques, to promote rural traditional culture.

**2. Event-driven development.** Yisheng has successively hosted the First (Haimen) Forum on Rural Revitalization, Innovation and Development, the Jianghai Culture and Tourism Festival cum Zhang Jian Cultural and Art Week, the Changle Forum on High-quality Cultural



and Tourism Development, the Academic Symposium on “Enlightenment of Zhang Jian Spirit,” the Talent Exchange on Rural Revitalization cum the First Haimen Biking Tour for Youth, and the 2019 China Forest Tour Festival. In addition, the Lantern Festival is held every year. All these events have strongly boosted the popularity and reputation of Yisheng as a tourist destination.

### Next Steps

**First**, Yisheng will carry out in-depth processing and innovative design of intangible cultural heritage and Jianghai culture, promote the industrialization of intangible cultural heritage items, popularize intangible cultural heritage on campus and among the villagers, train a number of rural craftsmen, and increase the local employment rate of villagers.

**Second**, by pushing ahead the reconstruction of Zhang Jian’s former residence, the second phase of the Yisheng Culture Expo Park project, and the second and third phases of the Zhang Jian Hometown project, it will actively build a national study tour base for children and teenagers, explore and advocate what the Zhang Jian spirit means for us today, and build up the reputation and



influence of Zhang Jian’s hometown in China and the world.

**Third**, it will continue to build Tingcun as a traditional demonstration village, and build a unique idyllic landscape based on the borderless rural insect museum and local agricultural industry. It will actively hold specialty events such as the rice-field music festival, cellar opening festival and harvest festival, and build a youth-friendly base for rural development, and explore a new path for tourism to boost rural revitalization.



# 陕西延安市黄龙县白马滩镇： 研学旅游激活乡村经济



## 摘要

陕西省延安市黄龙县白马滩镇紧紧围绕“生态立镇、文旅带动、项目支撑、全面振兴”的发展战略，以“旅游+”推动一二三产业融合发展，成功打造神道岭、神峪川、石门峡漂流、印象圪崂、美丽尧头、秀美白西等景区景点，使白马滩镇成为乡村体验游、休闲度假游、健康养生游的首选之地，形成以“两山理论”和“延安精神”研学游为支撑的全域旅游发展格局。





### 挑战与问题

白马滩镇距县城 43 公里，区域总面积 476 平方公里。全镇辖 7 个村委会、48 个村民小组，总人口 8,350 人，农业人口 6,580 人。由于地形地质原因，人均仅有耕地 2.3 亩，主导产业以农副产品核桃、毛栗子、蜂蜜为主，由于市场波动、品种杂乱，加之农民思想保守等原因，农业产业经济收入较低，群众主要以外出务工为主要收入。随着镇旅游业的快速发展，虽然农民已经享受到了旅游红利，但红利效应有限，不足以吸引大多数外出青年回乡创业。所以推动农旅融合，带领更多群众致富是迫在眉睫需要解决的问题。



### 措施

**1. 坚持规划引领。**坚持“市场导向、全域统筹、规划引领、项目支撑”的原则，下功夫搞好全镇文化旅游发展的顶层设计。编制完成《白马滩镇文化旅游“十四五”发展规划》；编制完成创建石门峡国家 4A 级景区、神峪川濂水源地省级旅游度假区等专项规划，形成上下衔接、相互支撑的规划体系。

**2. 改善村容村貌。**全力推进村子环境整治及洁化、绿化、美化工程，把当地传统的石头文化、农耕文化、水景文化融入到村庄改造中；新建污水处理站 4 个，污水收集站 1 个，铺设排污管网 15,500 余米；建成标准化旅游公厕 7 座，全镇 2,215 户改厕全覆盖；拆除乱搭乱建 32 处，带动全镇向美丽田园式生活迈进。

**3. 丰富旅游内容。**在“印象圪崂”国家 3A 级景区成功举办第五届漂流艺术节暨首届啤酒音乐会、旅游黄金月周末文艺演出及陕西省第四届山地自行车越野赛等系列活动 20 余场次；组建白马滩乡土导游团队，挖掘整理赵氏孤儿、妙善公主舍身救父、东周古寨、姚琪马武等历史传说；组建猎鼓



展演队伍，在旅游景点轮流展演，提高景区吸引力；打造镇区特色小吃一条街，集中整合街道餐饮门店，提高餐饮标准和服务水平；做精做细文玩核桃、蜂蜜、毛栗子等旅游商品和纪念品，并在景区、景点及电商销售平台出售。

**4. 提升研学品质。**“两山理论”点燃绿色经济发展，针对绿色研学旅游，推出“印象圪崂—美丽尧头—山水碾子湾—秀美白西—神道岭景区”精品旅游路线，开展“绿水青山就是金山银山”的生动展示；针对红色研学旅游，推出“马武山—尧头民俗村史馆—白马滩校史馆—白西党史文化墙”等旅游路线，追忆红色岁月，讴歌伟大的延安精神。

**5. 创新宣传营销方式。**多渠道加强信息互通共享，建立与周边旅行团团的精准对接，提供优质旅游产品供给和旅游优惠政策；在省体育场、各大商场、车站LED显示屏播放白马滩镇文化旅游宣传片，吸引更多游客关注；成立宣传推介代表团，每年至少两次走进大学校园、周边各大企业，开展文化旅游精准推介，并建立合作关系，成为企业文化、高校文化和各类社团活动的实践教学基地和团建基地；借助秀美古镇白马滩微信公众号、抖音、快手、新闻媒体等各类宣传平台，探索建立政府搭台、企业主导、线上线下融合、游客参与互动的全方位宣传推广合作模式。

## 成效

近年来，白马滩镇以“全域旅游示范区”创建为契机，不断提升旅游服务体系标准化建设，“印象圪崂”“神道岭”两个国家3A级旅游景区游人

如织，漂流艺术节、乡村旅游节等旅游节庆活动常态化开展，“美丽尧头—印象圪崂—东周古寨”精品乡村旅游线路成为全国驴友的“打卡地”。按照“周周有活动、场场都精彩、天天能发团”思路，举办黄龙县乡村旅游节、白马滩镇漂流艺术节等系列活动20余场次，全年接待游客40万人次，带动全镇精品民宿、特色餐饮、食品销售、流动摊贩等新业态有序发展，多元化富民产业发展格局日趋完善。据统计，2021年群众享受旅游红利达人均3,200元，实现旅游综合收入3,250万元。

## 经验与启示

**1. 创新经济发展思路。**“绿水青山就是金山银山”，依托农村广阔天地，打造连接城乡的产业融合大平台。通过农旅融合，白马滩镇系统解决了游客怎么引进、游客怎么留住、怎样带动当地经济发展的三大难题，创造了“看得见蓝天白云、望得见青山绿水、记得住村韵乡愁”的综合田园韵味休闲旅游度假村，形成“春有花、夏有景、秋有果、







冬有绿”，一年四季不间断的乡村旅游新格局。

**2. 盘活各类闲置资源。**按照土地相关管理办法对两年之内批而未建的农村宅基地、村庄周围群众挤占集体土地依法收回归村集体所有，有效解决村集体无发展用地的问题。按照“旅游产业支撑、主导产业提升、特色产业补充”的发展思路，推行“村委会+合作社+农户”的发展模式，打造核桃、樱桃等采摘园 100 亩，羊肚菌种植园 20 亩、中蜂养殖科普园等村集体经济，建设全镇“生产型”农业向“生态型”农业转变，推进产业兴旺。

**3. 提升生态宜居品味。**以“美丽乡村·文明家园”创建为载体，注重突出特色，将生态保护、风情民俗、耕读文明、移风易俗等元素融入村庄建设中，为让群众和游客记住白马滩发展历史，记住乡愁，动员全镇收集捐赠农耕机具 200 余件，建设濂水流域耕读文化室外展示博物馆，使“农耕文化”这一主题更加凸显、完整；通过绘制生态保护、民俗风情、勤劳节俭、孝老爱亲、移风易俗等墙绘作品，简洁的文字配以生动的画面，成为传播精神文明的一道美丽风景线，真正实现了山美、水美、人更美的目标。

## 下一步计划

下一步，白马滩镇将紧紧围绕全镇“生态立镇、文旅带动、项目支撑、全面振兴”发展战略，定位“千年古镇、濂水人家”旅游发展主题，着力打造以历史文化深度游、生态乡村绿色游、休闲康养体验游、“两山理论”和“延安精神”研学游为支撑的全域旅游发展格局。一是加大力度提升基础设施。建设白西村游客服务中心、6 公里沿河环形



步道、生态停车场、自驾车露营地和标准化公厕。二是加快推进精品民宿建设。通过引进社会资本和改造升级现有民居打造高端民宿。三是加强文化旅游队伍假设。采取“考核+绩效”方式，用事业和待遇留人；加大乡土导游培养，讲好“新时代白马滩故事”。



# Baimatan Town, Huanglong County, Yan'an City, Shaanxi Province:

Stimulating the rural economy with study tours



## Abstract

Baimatan, a town of Huanglong County in Yan'an of Shaanxi Province, closely follows the development strategy of "building an eco-friendly town, and driving rural revitalization in all respects with the cultural and tourism industry and the support of projects." It adopts the "tourism+" policy to promote the integrated development of the primary, secondary and tertiary industries. It has successfully developed such tourist attractions as Shendao Ridge, Shenyuchuan, Shimen Gorge drifting, "Impression of Gelao," "Beautiful Yaotou" and "Picturesque Baixi," making Baimatan the first choice for rural experiential travel, leisure travel and wellness-themed tours. It has formed the development pattern of all-area-advancing tourism supported by the theory that "lucid water and lush mountains are invaluable assets" and study tours themed on the Yan'an spirit.



## Challenges and Problems

Baimatan is 43 kilometers away from the county seat, and cover a total area of 476 square kilometers. It governs 7 villagers' committees and 48 village groups, with a total population of 8,350, including an agricultural population of 6,580. Due to topographical and geological factors, the per capita cultivated land is only 2.3 *mu*. The dominant industry used to be the production and sale of agricultural and sideline products such as walnuts, chestnuts and honey. Because of market fluctuation, a motley portfolio of products and the conservative mind of locals, the income from agriculture was low, and the main source of income came from migrant workers. With the rapid development of tourism in the town, farmers have benefited from it, but to a limited extent; the benefit was not big enough to attract most of the young migrant workers to return home to start businesses. Therefore, it was in urgent need to benefit more people and increase their income through the integration of agriculture and tourism.

## Measures

**1. Plan in advance.** Great efforts were made to ensure sound top-level design for the town's cultural and tourism development that is "market-oriented, coordinated town-wide, guided by plans, and supported by projects." It formulated the *14<sup>th</sup> Five-Year Development Plan for the Cultural and Tourism Industry in Baimatan Town*, as well as special plans for building Shimen Gorge into a national AAAA tourist attraction and the development of Jushuiyuan provincial tourist resort in Shenyuchuan, and formed a set of plans that vertically aligns with and support each other.

**2. Improve the village appearance.** It went all out to improve, clean, green and beautify the village environment, and incorporated the traditional stone culture, farming tradition and waterscape into the renovations. It has added four sewage treatment stations and one sewage collection station; laid more than 15,500 meters of sewage pipelines; built seven standardized tourist toilets; renovated toilets for all the 2,215 households; and demolished 32 illegal buildings, leading the town toward a beautiful idyllic life.

**3. Enrich tourism content.** The "Impression of Gelao" National AAA Scenic Area has hosted more than 20 events including the 5<sup>th</sup> Drifting Festival cum the 1<sup>st</sup> Beer Concert, weekend performances of the Travel Golden Month and the 4<sup>th</sup> Shaanxi Mountain Bike and Cross Country Race. The Baimatan local tour guide team was set up and they combed through such folk legends as "The Orphan of Zhao," "Princess Miaoshan Sacrificing Her Life to Save Her Father," the ancient village of the Eastern Zhou Dynasty, and the stories of Yao Qi and Ma Wu, two famous generals of the Eastern Han Dynasty. The hunting drum performance team was also set up to perform at tourist attractions in turn and enhance their appeal to tourists. There is a snack street that gathers eateries, and improve the catering standard and service level. Tourist commodities and souvenirs such as antique walnuts, honey and chestnuts are developed, refined and sold at scenic spots and on e-commerce platforms.

**4. Improve the quality of study tours.** The theory that "lucid water and lush mountains are invaluable assets" has ignited the development of green economy. Baimatan has launched a boutique route of green study tours, stringing "Impression of Gelao," Yaotou, Nianziwan, Baixi, and Shendao Ridge Scenic Area, putting the theory into practice. There is another route for study tours themed on

the CPC heritage, connecting Mawu Mountain, Yaotou Folk Customs and Village History Museum, Baimatan School History Museum, Baixi Bulletin Wall on the Party History, recalling the revolutionary years and praising the great Yan'an spirit.

**5. Employ new marketing methods.** Baimatan strengthens information exchange and sharing through multiple channels, forms targeted partnership with tour groups in surrounding areas, and provides high-quality tourism products and preferential policies. Promotional videos on cultural and tourism resources in Baimatan Town are aired on the LED screens set up at the provincial stadium, major shopping malls and stations to attract more tourists' attention. The destination marketing team organizes at least two roadshows to promote Baimatan's cultural and tourism resources a year on college campus and at office buildings nearby at least twice a year. Through partnerships, Baimatan has become a field practice base for universities and a team building base for companies and social groups. Via its official public account on WeChat, Douyin and Kuaishou and other media platforms, it is exploring an online-offline collaborative marketing model initiated by the government, led by enterprises and participated by tourists, to show the world Baimatan's new chapter of cultural and tourism development in the countryside.

## Results

In recent years, while striving to build into a demonstration zone for all-area-advancing tourism, Baimatan has constantly improved the standardization of



its tourism services. "Impression of Gelao" and Shendao Ridge, two national AAA tourist attractions, have attracted an endless stream of tourists. Shimen Gorge drifting has become more and more popular, and the drifting and art festival, rural tourism festival and other events are carried out on a regular basis. The boutique rural tourist route "Beautiful Yaotou – Impression of Gelao – Ancient Village of Eastern Zhou Dynasty" has gained popularity and become a must-visit for backpackers from across the country. In line with the goal of "staging activities every week, making sure every event is well organized and receiving tour groups on a daily basis," it organized more than 20 events including the Huanglong Rural Tourism Festival and Baimatan Drifting Festival, and received 400,000 visitors throughout the year. It has driven the orderly development of new business forms such as high-quality homestays, specialty catering, food sales and street vendors, and improved the development pattern of diversified industries. According to statistics, in 2021, the per capita dividend from the tourism industry reached RMB 3,200 and the comprehensive tourism income RMB 32.5 million.

## Experience and Inspirations

### 1. Adopts a new approach to economic development.

"Lucid water and lush mountains are invaluable assets." With its vast countryside, Baimatan strives to build a large platform for the integration of urban and rural industries. Through the integration of agriculture and tourism, Baimatan has systematically solved three major problems that restrict tourism development: how to attract and retain tourists, and how to drive local







economic development through tourism. It has built a comprehensive idyllic leisure resort that allows the people to be close to mountains and waters and recall their rural roots with fond memories, and formed a new pattern of all-year-round rural tourism with spring blossoms, summer view, autumn fruits and a green winter.

**2. Put various idle resources into effective use.** In accordance with relevant land administration measures, the village collectives have retrieved rural residential land that has been approved for residence construction but remained unoccupied in the past two years and the collective land that skirts villages and is occupied without permission. This has effectively solved the problem of the lack of land for development in villages. In pursuit of development that is supported by the tourism industry, upgraded by leading industries and supplemented by specialty industries, it adopts the development model that brings together the villagers' committees, cooperatives and rural households. The village collectives have built 100 *mu* of walnut and cherry U-pick orchards, and 20 *mu* of common morel plantation, the breeding and science-popularization park dedicated to Apis cerana, the eastern honey bee. Baimatan is transforming the "production-oriented" agriculture to ecological agriculture and promoting the prosperity of industries.

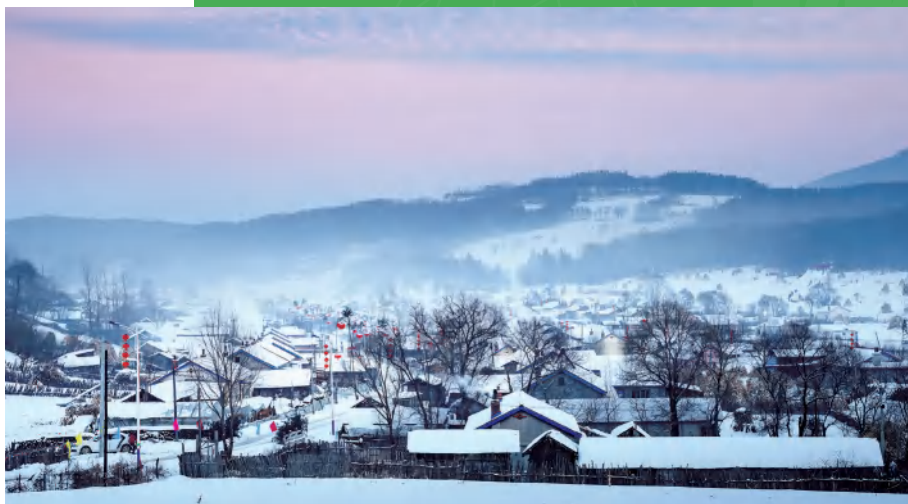
**3. Create an eco-friendly, livable countryside.** While building a "beautiful countryside and civilized homeland," Baimatan highlights its characteristics, and incorporates elements of ecological conservation, folk customs and folklore, the farming-reading culture, the transformation of outdated customs and habits, and public safety into the development of villages. To better communicate

the development history of Baimatan to residents and tourists and arouse their rural nostalgia, the whole town was mobilize to collect and donate more than 200 farm machines and tools, and a museum for the outdoor display of the farming-reading culture in the Jushui basin is built, highlighting and completing the theme of farming culture. The village walls are painted with pictures themed on ecological protection, folklore and folk customs, diligence and thrift, filial piety and respect for the elderly, and the transformation of outdated customs and habits, matched with concise captions. They have become an eye-appealing highlight in public communication of social etiquette and civility. The goal of not only improving the ecological environment, but also advancing social etiquette and civility in the countryside is truly realized.

### Next Steps

Baimatan will closely follow the development strategy of "building an eco-friendly town, and driving rural revitalization in all respects with the cultural and tourism industry and the support of projects." Positioned as "A millennium-old ancient town by the Jushui River," it will strive to create a development pattern of all-area-advancing tourism supported by immersive travel themed on local history and cultural heritage, ecological rural tours, leisure, wellness-themed experiential travel, and study tours themed on the theory that "lucid water and lush mountains are invaluable assets" and the Yan'an spirit. More efforts will be made to upgrade infrastructure. It will build a Tourist Service Center at Baixi Village, a 6-kilometer ring footpath along the river, an ecological parking lot, a self-driving campsite and standardized public toilets. It will move faster to develop boutique homestays, and introduce social capital to upgrade existing homestays into high-end ones via renovation. It will build a stronger team of professionals in the cultural and tourism industry. It will adopt the "assessment + performance-based bonus" method and attract and retain people with job prospects and competitive pay; step up to train local tour guides and tell the stories of Baimatan in the new era.

# 吉林舒兰市二合村： 关东风情冰雪小镇助力乡村振兴



## 摘要

吉林省舒兰市二合村采取“村旅游公司+舒兰市旅投公司+社会资本”三位一体的经营模式，全屯118户村民全部入股，凭借得天独厚的自然和文化资源，仅用一年多时间就让“吉林雪乡舒兰二合”这一品牌成为全国业内家喻户晓的冰雪旅游品牌。如今的二合雪乡已成为雪花绽放的童话世界、原生态的休闲胜地、摄影人的创作地、关东风情的体验地、回味童年的梦里老家。

## 挑战与问题

冰天雪地不会自动变成金山银山，想要保护好生态发展旅游产业，就需要精心培育和探索创新。二合雪乡本就是古朴的村落，旅游服务从业者都是农民。农民变身成民宿、农家乐的经营者，从第一产业到第三产业是一个巨大的挑战，迅速蹿升的知名度、蜂拥而至的游客，让雪乡人措手不及。没来得及扩建空间和完善设施，产品的多样化和服务的精细化达不到消费者需求等问题亟待解决。由于疫情，雪乡也面临着客流量减少、客源受限等一系列问题。

## 措施

**1. 打造旅游品牌。**2016 年启动“吉林雪乡舒兰二合”旅游品牌的打造工程，采取“村旅游公司+舒兰市旅投公司+社会资本”三位一体的经营模式，成立了由全屯 118 户村民全部入股组成舒兰二合雪乡旅游开发有限公司。2017 年舒兰市“二

合雪乡”建设指挥部进驻，与村公司共同打造“吉林雪乡舒兰二合”这一品牌。

**2. 加强基础设施建设。**二合雪乡实施生态旅游特色小镇建设，先后完成了道路、上下水管线和厕所、生物污水处理厂、大型观景台、民宿标准化改造等 36 项基础设施建设工作。二合雪乡各户实现了室内卫生厕所全覆盖，屯内雨污管线分离，初步实现了“地下现代化、地上生态化”的村屯改造。

**3. 加强制度建设。**建立健全村级和景区相关制度，提高管理水平，培育冰雪文化，发扬乡风文明。着重规范雪乡价格，所有消费明码标价。充分利用网络等渠道让游客明确雪乡消费价格，努力用透明重建信任。

**4. 推出特色产品及活动。**依托二合雪乡资源引入民间资本 2,000 多万元，开发了雪乡滑雪项目、雪上娱乐项目、餐饮娱乐项目等旅游配套服务体系。依托二合雪乡浓厚冰雪民俗文化活动传统，举办雪地穿越、“杀年猪”等民俗活动；建设玉米黄金屋、超级大玉米、威虎山寨等特色景点；品尝





年猪宴、小笨鸡、粘豆包等关东特色美食；举办农耕文化节、舒兰市“净土稻心”冰雪节等文化活动，吸引各方游客前来雪乡。

## 成效

“吉林雪乡舒兰二合”已成为国家 2A 级旅游景区，目前累计投资超 5,000 万元，开办 46 家农家乐，旅游从业人数 300 多人，日可接待住宿游客 800-1,000 人、日可接待就餐游客 5,000 人次，雪场日可接待游客 5,000 人。2018-2019 年受降雪量较小等气候影响，仍达到了接待 14 万旅游人次，旅游综合收入 1,700 多万元。如今在不断克服疫情因素影响的情况下，2021-2022 年雪季接待旅游 8 万人次，旅游综合收入近 1,000 万元。

## 经验与启示

**1. 培育冰雪文化，塑造二合品牌。**以冰雪资源为底色，以冰雪文化为元素，深入挖掘并展现独具冰雪特色的地域文化、民俗文化、乡村文化，将冰雪文化内化成为一种文化符号和文化价值。通过各种方式推介“吉林雪乡舒兰二合”冰雪品牌，例如通过举办拍摄影视剧等方式体现雪乡的冰雪特色。

**2. 彰显关东风情，丰富冰雪活动。**一是通过雪地穿越、冰雪嘉年华、“元宵烟花会”和“杀年猪”等民俗活动，苞米楼子、杂木柵子、民俗博物馆等原始乡村特色景观，年猪宴、小笨鸡、粘豆包



等关东特色美食让游客体验不一样的冰雪关东风情。二是加强冰雪特色节庆会展产业，打造以冰雪文化为特色的旅游度假小镇、节庆活动等。如“净土稻心”冰雪节，农耕文化节、二人转小剧场等，使二合雪乡的民俗文化氛围日益浓厚。

**3. 积极谋划项目，强化招商引资。**二合村致力于打造以冰雪白金名片为引领的生态旅游小镇，努力提升中心镇区辐射和吸纳作用，吸引更多游客到“吉林雪乡舒兰二合”体验冰雪乐趣。2021 年二合村与德世隆（北京）旅游开发有限公司签订合作协议，成立吉林二合雪乡文化旅游有限公司，共同推进“吉林雪乡舒兰二合”旅游开发合作事宜。

## 下一步计划

一是将按照国家 4A 级景区标准，完善景区道路、停车场、标识系统、智慧旅游系统、游客服务中心等基础设施及公共服务设施建设，提升民宿服务水平，争创星级民宿 5—10 个，全面提升景区的软硬件水平，提高二合雪乡冰雪旅游品牌知名度和美誉度。二是打造棚膜经济产业带、灵芝种植产业园区，实现特色产业发展集群。利用现有旅游产业基础及良好的旅游资源，延长旅游产业链，输出高质量、高品质农业产品及农业服务，提升村集体和村民收入水平，深入推进乡村振兴。

## Erhe Village, Shulan City, Jilin Province:

A snow village of Manchurian characteristics boosting rural revitalization



## Abstract

Erhe, a snow village in Shulan, Jilin, adopts the management model that brings together the village's tourism company, Shulan City Tourism Investment Company, and social capital. All the 118 households are shareholders of the village's tourism company. With unique natural and cultural resources, it has built up the brand of "Erhe: A Snow Village in Jilin" in less than two years and made it a household name in the national winter tourism industry. Today's Erhe is a snow-covered fairy land, an ecological resort, and a paradise for photographers, for tourists interested in the Manchurian culture and customs, and for those with rural nostalgia.



### Challenges and Problems

It takes great patience and thoughtful planning to turn ice and snow into mountains of gold and silver, to develop tourism industry while protecting the ecological environment. Erhe has been exploring innovation in this regard, trying to keep up with the times and adapt to the market demand. It is an ancient village, and its tourism workforce is entirely composed of local farmers. It was a huge challenge to turn farmers into operators of homestays and farmstays, to move them from the primary to the tertiary sector, and many of them were overwhelmed

by the rising popularity of the village and the influx of tourists. Infrastructure construction lagged behind, and products and services were still to be diversified and improved to meet consumer demand. Besides these urgent problems, the Covid-19 epidemic has reduced the visitor flow and visitor sources.

### Measures

**1. Build a tourism brand.** In 2016, Erhe launched a project to build the brand of “Erhe: A Snow Village in Jilin,” and set up a tourism development company with all the 118 rural households as shareholders. It adopts the management model that brings together the village’s tourism company, Shulan City Tourism Investment Company, and social capital. In 2017, the city-level construction headquarters moved into the village and worked with the village company to build up the brand of “Erhe: A Snow Village in Jilin.”

**2. Strengthen infrastructure construction.** To build itself into an eco-tourism town, Erhe has completed 36 infrastructure construction projects, including roads, water







pipelines and toilets, a biological sewage treatment plant, large observation decks and standardized homestays. Every household in the village is now equipped with indoor sanitary toilets. The rainwater and sewage pipelines are separated, and there is a biological sewage treatment plant. Erhe has preliminarily transformed itself into a village that is modernized underground and eco-friendly above-ground.

**3. Improve institutional arrangements.** It has introduced sound village-level and scenic area-related policies and rules, and works to improve the management level, cultivate the winter tourism culture, and improve social etiquette and civility. A priority is to ensure price transparency for all products and services. It makes full use of the network and other channels to make public the price of commodities and services in the village, in an effort to regain the trust of consumers with price transparency.

**4. Develop specialty products and organize activities with local characteristics.** Based on local resources, Erhe has attracted more than RMB 20 million of private investment, and developed tourist services such as skiing, snow entertainment and catering. Tapping the strong tradition of ice and snow folk culture, Erhe has held snowshoeing, and slaughtering pigs for New Year celebration and other folk activities; built maize storage barns, erected a big maize sculpture, and built tiger-themed smaller villages and other scenic spots. Visitors can enjoy local specialty food such as the New Year pig feast, free-range chicken, and *niandoubao* (sticky steamed bun stuffed with sweetened bean paste). Cultural activities such as the Farming Culture Festival and the Sixth Ice and Snow Festival of Shulan City were held to attract tourists

from all over the country.

## Results

Erhe Village has become a national AA tourist attraction. With a cumulative investment of more than RMB 50 million, it has opened 46 farmstays and engaged a tourism workforce of over 300. It can receive 800-1,000 overnight tourists and 5,000 diners per day, and its ski resort can receive 5,000 tourists per day. In the 2018-2019 snow season, despite the low snowfall, it received 140,000 tourists and generate comprehensive tourism income of more than RMB 17 million. Despite the recurrent outbreaks of Covid-19 and routine epidemic control, it received 80,000 tourists during the 2021-2022 snow season, and earned comprehensive tourism income of nearly RMB 10 million.

## Experience and Inspirations

**1. Cultivate the winter tourism culture and build up Erhe's brand as a destination of winter tourism.**



Based on local abundant ice and snow, Erhe digs deeply into and displays its unique geographical conditions, folk culture and rural culture with the unique ice and snow characteristics, and internalizes ice and snow into a cultural symbol and cultural value. It works to raise public awareness of the brand Erhe: A Snow Village in Jilin” by various means, including serving as a location for shooting films and TV dramas to show its snow-covered landscape.

**2. Highlight the Manchurian customs and diversify ice and snow activities.** First, it organizes folk activities such as snowshoeing, ice and snow carnival, Fireworks Fair of the Lantern Festival and Slaughtering Pigs for New Year Celebration, and has built traditional maize storage barns, wooden poultry pens and a folk museum to recall the traditional rural way of life. It also offers local delicacies such as the pig feast, free-range chicken, and sticky steamed buns stuffed with sweetened bean paste to visitors. Second, it develops the convention and exhibition industry, tourist resorts and celebrations with ice and snow elements, such as the Ice and Snow Festival, Farming Culture Festival and Errenzhuan Theater, to create a strong folk culture atmosphere.

**3. Actively plan projects and double down on investment promotion.** Erhe Village is committed to building an eco-tourism village featuring its snow-covered landscape, and strives to enhance the influence and attraction of the central area. It plans to launch another project to build an entertainment, skiing, leisure resort, to attract more tourists. In 2021, Erhe signed a cooperation agreement with Deshilong (Beijing) Tourism Development Co., Ltd. to set up Jilin Erhe Snow Village



Culture & Tourism Co., Ltd. to jointly promote tourism development of the village.

### Next Steps

**First,** Erhe will follow the national standards for AAAA tourist attractions, improve its infrastructure and public service facilities such as roads, parking lots, signage system, smart tourist service system and tourist service centers, and in particular homestay services. It will strive to build 5-10 star-rated homestays, comprehensively improve the software and hardware level of the scenic area, and enhance its popularity and reputation as a winter tourism destination.

**Second,** it will build a greenhouse-film industrial belt and a Ganoderma lucidum cultivation industrial park, to realize clustering development of specialty industries. It will make use of the existing tourism industry foundation and good tourism resources, extend the tourism industry chain, and export high-quality agricultural products and services, thus to increase the income of village collectives and villagers, and promote rural revitalization.



# 福建龙岩市宣和镇培田村： 文旅融合助力乡村振兴



## 摘要

福建省龙岩市连城县宣和镇培田村依托优秀的文旅资源禀赋，坚持以旅游产业为龙头，培田古村落为抓手，文旅融合发展为总体目标，旅游业态培育为着力点，对古建筑进行保护开发与活化利用，深入挖掘客家文化、耕读文化和红色文化，让乡村旅游成为乡村振兴的新引擎，为文旅融合助力乡村振兴提供了生动的样本。





## 挑战与问题

培田村距县城 40 公里，距离 319 国道 8 公里、永武高速入口处 11 公里。全村下辖 13.4 平方公里，14 个村民小组，432 户，共计 1616 人。培田古村落始建于南宋，现有村居仍然较好地保存了明清时期的风貌，千米古街两侧保存着 30 幢高堂华屋、21 座宗祠、6 处书院、5 座庵庙和 2 道跨街牌坊。其中国家级文物保护单位 25 处，省级文物保护单位 28 处，古建筑群面积约 7.2 万平方米，被誉为“客家庄园”和“民间故宫”。但培田村旅游资源开发程度较低，人文资源未能得到有效盘活，文化内涵优势和民俗体验特点尚未能充分发挥其效能。深入挖掘文化内涵，培育文旅品牌，丰富旅游业态，吸引年轻群体回流，激活乡村振兴，成为培田村发展面临的难题。

## 措施

**1. 提升整体景观。**为美化古村环境，培田村拆除空心房、旱厕 52 栋，推进污水处理。培田村制定了景观总体规划，完成了 3 处景观的修缮，10 栋建筑外立面改造，建成环村游步道，完成荷花池扩建、观景台绿化彩化、旅游公厕和金塘坪道路等项目建设。启动古村落夜景工程、旅游公路亮化工程、生态停车场、共享书屋建设等项目。乡村旅游初现雏形，以观光、休闲、体验为主题，全力打造“耕读小镇”。

**2. 挖掘文化内涵。**建设客家婴童服饰馆、粮食印记陈列馆、龙纹木雕文化馆、古代百床展览馆、清代宗祠文化馆、明清匾联文化馆、清代木工木雕花板馆和清代竹编食盒馆等特色展馆，共计展品 5,000 余件，通过展陈让积淀深厚的客家民间传统技艺绽放异彩。

**3. 弘扬耕读文化。**培田村开辟学生稻田农事体验区，体验区的稻子成熟收割后捐赠给培田村的老年食堂，把耕读文化和孝文化结合在一起；打造中国培田耕读小镇，将红色、古色、绿色相融，共育三色交织的新培田。

## 成效

培田村以“村级主导、村民主体、企业参与、乡贤支持”为机制开展村企结对合作共建工作，鼓励村民开拓多种创业路径，如开办家庭旅馆、经营农家乐、加工土特产、发展生态种养、开发文旅





产品，在乡村旅游产业链上实现脱贫致富。2020年，村集体收入为475,157元，2021年，村集体收入为1,241,881元。

### 经验与启示

**1. 整合资源。**深入挖掘和整合资源是推进乡村振兴的动力源泉，培田村通过深入挖掘丰富的本地文化资源，巧妙的将文化和旅游融为一体，充分彰显客家耕读文化资源其意义和价值。

**2. 理顺机制。**宣和镇成立培田古民居保护与开发理事会，授权理事会代表全村与旅游管理部门签订保护与开发协议，理顺旅游管理部门和旅游资源业主以及村民之间的“责、权、利”关系。



**3. 丰富业态。**培田村通过以旅游业态培育为着力点，对古建筑进行保护开发与活化利用，精准的将文化旅游定义为发展路线。培田村既有效盘活资源，又深入的挖掘出客家文化、耕读文化和红色文化等丰富的旅游业态，让乡村旅游成为乡村振兴的新引擎。

**4. 开拓市场。**深入展开调研，动态掌握顾客需求，建立市场信息反馈机制，充分扩大品牌的辐射带动作用，以点带面、全面推广，多形式、多渠道拓宽市场。

### 下一步计划

一是积极搭建“耕读”载体，重点策划实施一批沉浸式体验项目。二是培育完善培田古街旅游业态，打造“白+黑”全天候宣和游。三是加大培田古民居等农村文化遗产遗迹保护力度，实施一批民间手工艺、民俗活动传承工程，丰富古村落文化内涵，积极组织申报国家级历史文化名镇。

# Peitian Village, Xuanhe Town, Longyan City, Fujian Province:

Agriculture–tourism integration to boost rural  
revitalization



## Abstract

Peitian, a village in Xuanhe Town, Liancheng County, Longyan of Fujian, boasts excellent cultural and tourism resources, and develops the tourism industry as the pillar industry. In the ancient village of Peitian, aimed for the integrated development of culture and tourism, it strives to cultivate tourism-related business forms, protects, develops and flexibly utilizes ancient buildings, and deeply explores Hakka culture, farming-reading culture and revolutionary culture, to make tourism a new engine for rural revitalization. It provides a vivid example for rural revitalization through the integration of culture and tourism.



## Challenges and Problems

Peitian is 40 kilometers from the county seat, 8 kilometers from National Highway 319 and 11 kilometers from the entrance of Yongxiu-Wuning Expressway. Under its jurisdiction is a land of 13.4 square kilometers, home to 432 households of 1,616 people, divided into 14 villager groups. The ancient village of Peitian was first built in the Southern Song Dynasty, and the existing vernacular residences still have the look of architectures in the Ming and Qing Dynasties. The kilometer-long ancient street is flanked by 30 mansions, 21 ancestral halls, 6 academies of classic texts learning, 5 temples/ nunneries and 2 street-crossing memorial archways. Among them, there are 25 cultural relics units under state protection, 28 cultural relics units under provincial protection, and the ancient building cluster covers an area of 72,000 square meters. The village is thus reputed as the “Hakka Manor” and “Vernacular Version of the Forbidden City.” But its tourism resources are yet to be developed, and its cultural resources to be put into effective use, and



its rich cultural heritage and unique folk customs are not fully tapped. Peitian is faced with the challenge to deeply explore the cultural connotation, cultivate the cultural and tourism brand, diversify the tourism economy, attract young people, and stimulate rural revitalization.

## Measures

**1. Improve the overall look.** In order to beautify the environment of the ancient village, Peitian demolished 52 abandoned houses and pit toilets, and promoted sewage treatment. It formulated a master plan for landscaping, completed the renovation of three landscapes and the reconstruction of the external facades of 10 buildings, and built a tourist trail around the village. It also expanded the lotus pond, greened and added more colors to the observation deck, and built tourist toilets and Jintangping Road. It also launched projects to create a nighttime view of the ancient village, light up the highway, and build an eco-friendly parking lot and a public reading room. The tourism industry has taken initial shape in the village, and is making every effort to create a “farming and reading” town featuring sightseeing, leisure and experiential travel.

**2. Explore cultural connotation.** It has opened specialty stores and venues including the Hakka Babies’ and Children’s Clothing Hall, Grain Impression Exhibition Hall, Dragon-Pattern Wood Carving Museum, Ancient Bed Exhibition Hall, Qing-Dynasty Ancestral Hall Museum, Exhibition Hall of Inscribed Boards and Couplets of Ming and Qing Dynasties, Exhibition Hall of Wood-Carved Ornamental Boards of Qing Dynasty, and Exhibition Hall of Bamboo-Weaved Snack Boxes of



Qing Dynasty, with a combined collection of over 5,000 exhibits. These displays and exhibitions show the best of the Hakka folk traditional handicraft techniques.

**3. Promote the farming-reading culture.** Peitian opens up a rice-field farming experience area for students, and the rice harvested there will be donated to the dining hall for the elderly, hence combining the farming-reading culture with the filial-piety culture. It is developing a farming-reading town that inherits the revolutionary, historical heritage and promotes green development at the same time, to usher into a new future.

## Results

Peitian adopts a mechanism under which the villagers play the principal role under the village leadership, with the participation of enterprises and support of elite villagers, and pairs up with enterprises in collaborative development projects. Villagers are encouraged to start a diversity of businesses, including homestays, agritainments, processing of local specialty products, ecological farming, and developing cultural and tourism products, and to get rid of poverty in the rural tourism industry chain. The village collective's income was RMB 475,157 in 2020, and jumped to RMB 1,241,881 in 2021.

## Experience and Inspirations

**1. Integrate resources.** Deep exploration and integration of resources are the driving force for rural revitalization. Through deep exploration and development of rich local cultural resources, Peitian skillfully integrates culture and tourism, and fully displays the significance

and value of Hakka's farming-reading culture and related resources.

**2. Straighten the mechanism.** Xuanhe set up the Council for the Protection and Development of Ancient Vernacular Residences in Peitian, and authorized the Council to sign the protection and development agreement with the tourism administration on behalf of the whole village. The responsibilities, rights and interests of the tourism administration, owners of tourism resources and villagers are clarified.

**3. Position the cultural and tourism industry.** Peitian focuses on the cultivation of tourism-related business forms, protects, develops and flexibly utilizes ancient buildings, and correctly positions the cultural and tourism industry as the development direction. It not only puts idle resources into effective use, but also develops diverse tourism-related business forms based on the Hakka culture, farming-reading culture, and revolutionary culture, to make rural tourism a new engine for rural revitalization.

**4. Expand the market.** Peitian conducts in-depth surveys, dynamically grasps customer demands, and has established a market information collection mechanism, fully expand the role of the brand in stimulating the development of related areas and industries, and expand the market in various forms and through various channels.

## Next Steps

**First,** it will actively build the vehicles for the farming-reading culture and focus on planning and developing a number of immersive experience projects.

**Second,** it will cultivate and improve the tourism-related business forms on the ancient street, and develop daytime and night tours around Xuanhe.

**Third,** it will strengthen the protection of cultural heritage sites in rural areas such as the ancient vernacular dwellings in Peitian, launch a number of projects to inherit folk handicrafts and folk customs, enrich the cultural connotation of the ancient village of Peitian, and actively organize the application for the status of state-level historical and cultural town.

# 辽宁本溪市满族自治县 同江峪村： 满族村寨休闲旅游目的地带动富民增收



## 摘要

辽宁本溪市满族自治县同江峪村以小市满族村寨旅游度假区为主体，壮大同江峪满族村寨，通过集体资源入股的方式，发展特色精品民宿项目，建立村企共建、合作共赢机制，实现“集体+国有企业+民营企业+农户”的多方共赢机制，增加村集体收入，促进农业增收，带动农民致富，乡村振兴成果显著，切实增强广大村民幸福感、获得感。



## 挑战与问题

同江峪村位于本溪满族自治县山区，全村区域面积 34.74 平方公里，各村组农民居住分散，自然条件差，村民耕地少，村经济结构单一，农业收入较低。村域内旅游业规模未形成，就业渠道狭窄，村民自产的农副产品销售渠道无法扩展，经济收入受到影响；青壮年劳动力外出务工，留村人员文化水平不高，思想观念陈旧，缺乏致富能力和发展门路。

## 措施

**1. 加大环境整治。**同江峪村秉承“绿水青山就是金山银山”理念，以建设整洁、美丽、宜居乡村为目标，投入专项资金，做好垃圾分类、建立排污系统、实施厕所革命等以提升村容村貌。制定村规民约，要求垃圾定点、分类投放，村保洁员每日及时清理村民的生活垃圾，确保垃圾不过夜；水管员对全村河流巡视管护，加强监督管理，保证河水清洁无污染；引导村民、游客文明如厕，实现村域内厕所数量充足、设施齐全、干净卫生、管理有效；全面推进秸秆禁烧和综合利用，防治大气污染，生态环境质量明显改善，生态系统呈现良好循环趋势。



**2. 盘活闲置资源。**同江峪村依托丰富的旅游资源和便捷的区位优势，大力发展旅游服务业。开发河滩地发展烤鱼、垂钓、河边民宿等水上旅游项目；开发农用耕地发展有机农业、采摘园、家庭农场等项目；以国家4A级景区小市一庄为龙头企业，带动本土村民自建精品民宿、农家乐等旅游项目，依托文旅融合、自然景观、生态资源、满族文化、农事生产等元素，在保留原生态村居风貌和景观特色的基础上，打造吃、住、行、游、购、娱产业链条，成为便捷的生活圈、完善的服务圈、舒适的旅游圈，游客既能体验到幽静的田园生活，又能感受到时尚的旅游元素。

**3. 鼓励返乡创业。**一是实施人才引进“归雁行动”。近三年鼓励和支持本土大学生、农民工、致富带头人 45 人返乡创业。二是开展创业培训。





结合本土大学生等人员情况，开展有针对性的专业技能培训，打通技能壁垒，实现专业技能互通互享、互利互赢。近三年来全村开展创业培训46次，培训人员1,350余人次。三是完善返乡创业优惠措施，对返乡创业大学生、农民工、致富带头人在招商引资政策、人才培养培养、金融支持等方面予以政策倾斜。

**4. 丰富村民生活。**同江峪村建设村级综合性文化服务中心和可同时容纳1,000人以上、面积1,200平方米的文体广场，内部建有图书室、电子阅览室、体育健身室、多功能活动室、农家书屋，外部配备篮球架、各类健身器材，设施完备、制度健全，为村民开展日常文化体育活动提供了良好的平台。组建国家级非物质文化遗产代表性项目本溪社火、秧歌队和舞蹈队，弘扬满族传统民俗文化。



## 成效

“十三五”以来，同江峪村历经五年的改造升级，不断扩大规模，旅游业态日益丰富，实现了“观赏青山绿水、体验民俗风情、品尝特色美食、乐享精品美宿、重温乡村情怀”，运营状况良好，店铺逐年增加，由原来25家增加到43家。其中：主营精品民宿、农家乐等店铺36家，占街区商铺总数84%；经营奇石、手工艺品等店铺7家，占街区商铺总数16%，是辽宁地区著名的销售辽砚、太湖石、青石、黄石等奇石展示区和集散地。同江峪村通过开发旅游资源，带动1,000余名村民就业。其中312人从事旅游服务业，年收入达1.5万元左右；带动本村197人脱贫致富，全村脱贫户人均收入达到0.9万元。

## 经验与启示

**1. 定位准确。**同江峪村依托良好的自然资源禀赋，以自然生态为基底，整合青山、碧水、蓝天、乡村、民俗、文化等自然资源和文化资源，以低碳环保的旅游方式为特色，以洞穴和枫叶景观为核心，以特色农业、乡村旅游、养生养老、户外运



动为亮点，把同江峪村打造成为新旅游模式下生态环境优美、自然景观独特、地域文化浓郁、服务设施完善，集珍稀野生动植物观赏科考、生态休闲、养生度假、山地运动、文化体验、科普教育等于一体的“中国乡村休闲旅游目的地”。

**2. 文旅融合。**同江峪村文化资源禀赋厚重，坚持以文促旅、以旅彰文，推进文旅融合发展。以国家级非物质文化遗产代表性项目本溪社火、全国重点文物保护单位——庙后山古人类遗址以及辽宁省第一批不可移动革命文物邓铁梅、陈英、徐家忠烈士纪念碑等文化资源为依托，欣赏本溪社火非遗表演、感受满族文化厚重的历史氛围，聆听本溪县抗联红色故事、感受伟大的抗联精神，扩大文化资源影响力。

**3. 节庆促销。**利用举办全国羽毛球公开邀请赛、巴图鲁关东越野挑战赛、全国滑翔伞锦标赛等体育活动开展乡村旅游营销推介；大力弘扬传统文化，积极举办燕东山花节、满乡枫情节、满族传统美食节、草莓采摘节、农民丰收节等，打好“民俗文化牌”，组织丰富多彩、形式多样的主题宣传和消费促进活动。



## 下一步计划

一是深入实施乡村旅游扶贫富农工程，健全“企业+农户”“能人+农户”“合作社+农户”“协会+农户”等旅游发展模式，加大民宿改造提升、定点采购、输送客源、培训指导以及销售地方特色农产品力度；二是充分发挥国家5A级景区本溪水洞、国家4A级景区小市一庄、国家级非物质文化遗产代表性项目本溪社火、小市满族村寨省级旅游度假区等文旅资源优势，着力打造乡村旅游亮点，发挥旅游业的关联带动功能，大力推进农业、林业、水利、环保、文化、体育与旅游业态的融合发展，加快“旅游+”和“+旅游”发展模式，谱写乡村振兴新篇章。





## Tongjiangyu Village, Manchu Autonomous County, Benxi City, Liaoning Province:

Building Manchu villages into leisure tourism destinations to increase people's income



## Abstract

Tongjiangyu Village in the Manchu Autonomous County of Benxi City, Liaoning Province, with the resort area of Xiaoshi Manchu Village as the main body, grows Manchu villages in Tongjiangyu. It invests with collective resources to develop characteristic and boutique homestay projects. It has established a mechanism for win-win cooperation between the village and enterprises, and a win-win mechanism for the village collective, state-owned enterprises, private enterprises and farmers, to increase the income of the village collective and farmers and the output of agriculture. It has achieved remarkable results in rural revitalization, and effectively enhanced the sense of happiness and gain of the villagers.



## Challenges and Problems

Tongjiangyu is a village in the mountainous area of Benxi Manchu Autonomous County, and covers an area of 34.74 square kilometers. The villager groups are scattered, natural conditions poor with little arable land. And the village economy was undiversified and the income from agriculture was low. The tourism industry in the village was only of a small scale, and the employment channels were limited. The sales channels of the agricultural and sideline products produced by the villagers themselves cannot be expanded, which affected the economic income. The young and middle-aged labor force left to work in the city and the people staying in the village were poorly-educated and conservative, and lacked the ability or resources to increase income.

## Measures

### 1. Increase effort to improve the environment.

Tongjiangyu, believing that “lucid waters and lush mountains are invaluable assets,” has earmarked funds to build a clean, beautiful and livable village, do a good job in waste sorting, establish the drainage system, and implement the toilet revolution and so on to improve the village look. It has formulated village rules and

regulations, asked villagers to dispose of waste at the designated point and by category, and the sanitation workers will timely clean up the household waste every day to ensure that the waste does not stay overnight. The river patrol officers inspect, manage and protect the rivers in the village, and strengthen supervision and management to ensure that the rivers are clean and pollution-free. Villagers and tourists are guided to follow toilet hygiene rules. It also makes sure that there are sufficient toilets in the village, and all are well-equipped, clean, sanitary, and effectively managed. It comprehensively bans straw burning and promotes the comprehensive utilization of straw stalks, to prevent and control air pollution. The ecological environment is obviously improved, and a benign cycle is forming in the ecosystem.





**2. Put idle resources into good use.** With rich tourism resources and its convenient location, Tongjiangyu has made great efforts to develop the tourist service industry. It has developed water tourism businesses such as grilled fish, angling and riverside homestays on the riverbank, and developed organic agriculture, U-pick farms and orchards and family farms on cultivated land. Xiaoshiyizhuang, a national AAAA tourist attraction, as the leading enterprise, has stimulated local villagers to operate their own boutique homestays and agritourisms. Based on cultural and tourism integration, natural landscape, ecological resources, Manchu culture, and agricultural production, while preserving the original village style and landscape features, it builds the industrial chains of catering, accommodation, transportation, tourism, shopping and entertainment services, and thus forms a clustering area of convenient, considerate and comfortable tourist services, where tourists can enjoy both the secluded idyllic life and the fashionable elements of tourism.

**3. Encourage migrant workers and college graduates to return home to start a business.** First, the “Returning Geese Action” was launched to attract talented and skilled personnel. It encourages and supports college graduates, migrant workers and entrepreneurship-based poverty relief leaders who are natives to return to the village to start businesses. In the past three years, 45 of them have done so and their startups are running smoothly on the whole. Second, start-up training is provided. In light of the situation of native college graduates and other personnel, targeted training on professional skills is provided to break the technical barriers and the bottlenecks to rural development, and realize a win-win situation by sharing professional skills. In the past three

years, the village has held 46 training sessions for more than 1,350 participants on how to start a business. Third, it improves the preferential policies for the returned college graduates, migrant workers and entrepreneurship-based poverty relief leaders, regarding investment attraction, talent training and financial support.

**4. Enrich the life of the villagers.** Tongjiangyu has built a village-level comprehensive cultural service center and a cultural and sports plaza that can accommodate more than 1,000 people and covers an area of 1,200 square meters. The center is equipped with a reading room, an electronic reading room, a fitness room, a multi-functional activity room, a farmers’ reading room indoors, and outdoors there is a basketball stand, various kinds of fitness equipment, with sound rules on their use. The center serves as a good platform for villagers’ daily cultural and sports activities. It has set up the performance team of Benxi *shehuo*, a folk performance that is a national intangible cultural heritage item, the yangko dance team and the dance team to advocate the traditional Manchu folk culture.

## Results

Since the 13<sup>th</sup> Five-Year Plan period (2016-2020), and after five years of transformation and upgrading, Tongjiangyu has been expanding its tourism industry, and diversifying tourism-related business forms. Now the tourists can enjoy the lush mountains and lucid waters, the folk customs, specialty food, and boutique homestays and recall their fond memories of the countryside here. All the businesses are in good conditions. The number of shops has increased year by year, from 25 to 43. Among them,





36 shops are mainly engaged in boutique homestays and agritainments, accounting for 84% of the total number of shops in the block; 7 shops are selling rare stones and handicraft products, accounting for 16%. The village is a famous market in Liaoning for the display, distribution and sale of such rare stones as the Liao inkstones, Taihu stones, blue stones, and yellow stones. Through the development of tourism resources, Tongjiangyu has created more than 1,000 employment opportunities for the villagers directly and indirectly, including 312 engaged in tourism services. The annual income of villagers engaged in tourism services amounts to about RMB 15,000. It has also lifted 197 villagers out of poverty, and the per capita income of households that have been lifted out of poverty is RMB 9,000.

### Experience and Inspirations

**1. Correct positioning.** With good natural resources and based on its natural ecology, Tongjiangyu integrates natural resources and cultural resources such as green mountains, clear water, blue sky, villages, folk customs and culture, and develops tours that are characterized as low-carbon and eco-friendly, with cave tours and maple leaves appreciation at the core, and with highlights of



specialty agriculture, rural tourism, health care and senior care, and outdoor sports. It strives to become a rural leisure tourism destination in China under the new tourism model, which boasts beautiful ecological environment, unique natural landscape, rich regional culture and complete service facilities, and provides such services as wildlife observation and research, ecological leisure, wellness-themed resort, mountain sports, cultural experience, and science popularization.

**2. Integration of culture and tourism.** Endowed with rich cultural resources, Tongjiangyu insists on promoting tourism development with cultural heritage and highlighting its cultural heritage with tourism, and promotes the integrated development of culture and tourism. Its representative cultural resources include Benxi *shehuo* – a national intangible cultural heritage



item, the Archaeological Site of Miaohou Mountain – a cultural heritage site under key state protection, and the first batch of immovable revolutionary relics in Liaoning Province – the monument to the martyrs Deng Tiemei, Chen Ying, and Xu Jiazhong. Visitors can enjoy the Benxi *shehuo* performance, immerse in the rich historical, cultural atmosphere of Manchu people, hear the heroic stories about the Northeast Anti-Japanese United Army of Benxi County, and learn the great spirit of the Northeast Anti-Japanese United Army. Through these efforts, Tongjiangyu hopes to expand the influence of its cultural resources.

### 3. Event-based marketing and promotion.

Tongjiangyu has sports events such as the National Badminton Open Invitational Tournament, the Baturu Trail, and the National Paragliding Championships, etc. to promote its tourism industry. It vigorously advocates traditional folk culture, and actively holds the Yandong Mountain Flower Festival, the Manchu Maple Festival, the Manchu Traditional Food Festival, the Melon and Strawberry Picking Festival, and the Farmers' Harvest Festival, etc. Tapping its folk customs and culture, it organizes a variety of thematic marketing and consumption promotion activities in various forms.

### Next Steps

**First**, Tongjiangyu will continue to develop rural tourism to fight poverty, and improve the tourism development models of “enterprise + rural household,” “capable persons + rural household,” “cooperative + rural household” and “association + rural household.” Efforts



will be reinforced to upgrade homestay facilities, procure from designated suppliers, attract the visitor flow, provide training and guidance, and sell local specialty agricultural products.

**Second**, it will give full play to the advantages of local tourism resources such as Benxi Water Cave, a national AAAAA tourist attraction; Xiaoshiyizhuang, a national AAAA tourist attraction; Benxi *shehuo*, a representative national intangible cultural heritage item; and Xiaoshi Manchu Village, a provincial-level tourist resort. It will strive to develop rural tourism highlights, give play to the role of tourism in linking with and driving the development of related industries, and vigorously promote the integrated development of agriculture, forestry, water conservancy, environmental protection, culture, sports and tourism. It will accelerate the “tourism +” and “+ tourism” development model, and write a new chapter in rural revitalization.



# 贵州黔东南苗族侗族自治州 从江县岜沙村： 打造特色苗寨持续推进乡村振兴



## 摘要

贵州省黔东南苗族侗族自治州从江县岜沙苗寨景区始终坚持“以文塑旅、以旅彰文”方针，深入发掘本地苗族文化，通过梳理重构村寨景区业态群落、优化提升景区主游线、拢聚非文化物质传承要素、建设精品民宿，聚力把“中国最后一个枪手部落”打造为地区旅游风景眼，辐射带动周边从江旅游链条运转及发展。





## 挑战与问题

岜沙村距离从江县城 7.5 公里，是一个纯苗族聚居村寨，由五个自然寨组成，全村 16 个村民小组，545 户 2,758 人。由于农村基础设施建设薄弱、景区交通不便、环境治理和风貌管控工作难度大等因素，岜沙苗寨虽拥有良好的自然生态环境和独特的原生态苗族文化习俗，但一直没有得到很好的挖掘，多个可利用的村寨聚落及景观未形成交通串联，相对周边其他景区，旅游产业发展滞缓。2020 年新冠肺炎疫情爆发以来，岜沙苗寨旅游业更是雪上加霜。



## 措施

**1. 活化传承苗族非物质文化遗产。**岜沙苗寨为保护好“最古老苗族分支”的民族习俗，打造苗族原生文化“活化石”和“生态博物馆”，以“公司+党支部+合作社+贫困户”形式，由神秘从江公司牵头成立表演合作社，在岜沙村遴选 200 人左右的村民进行表演培训，并请专业机构将“佩带火枪（获公安特批）”“树葬文化”“镰刀剃头（男孩成人礼）”等非物质文化遗产融入现代歌舞表演形式，向所有到访游客展现岜沙寨民的独特古文化，通过歌舞演绎高效推广宣传岜沙苗族文化。

**2. 改善游览基础配套设施。**岜沙苗寨景区按照从江县全域旅游部署，配合地方政府逐步升级改造游览基础配套设施。提升景区道路护栏，改造停车场，打造升级版本的休息场地、表演场地、观景台、旅游公厕、标识系统、监控系统等项目，串联接通主要景观，投资新建游客服务中心等，初步形成了标准化的 4A 景区硬件设施条件。

**3. 开发利用线上销售渠道。**受疫情冲击，景区的“吃住行游购娱”依赖线下场景消费受创严

重。神秘从江公司通过联动县城的农村供销社、银饰及手工艺品作坊等多种市场经济主体，借助公司自有的电商平台进行再包装，通过多种渠道营销推广，经由线上渠道销往全国各地。据统计，自疫情以来总共销售紫米、香禾糯、腊肉、瑶族中药浴泡袋等农特产品及手工艺品收入超过 300 万元。

## 成效

神秘从江公司积极主导岜沙苗寨景区建设，2016 年至今累计完成投资约 2,800 万元。景区直接招聘村寨村民从事景区售票、秩序维护、卫生管理等工作。2016 年以来，神秘从江公司总营收约为 3,508 万元，其中 80% 门票收入用于旅游开发建设、村集体经济发展和改善村民生活，实现了“村民积极参与旅游服务、家家享受旅游红利”，每户年均旅游收入 3,000 元以上；并按照约定的分配模式，从总营收中拨付 1,606 万元给岜沙村集体



体，达到了“全民参与旅游开发、全民受益旅游从业”的目的。

## 经验与启示

**1. 规划完善整体开发。**岜沙村通过编制《岜沙苗寨传统村落保护规划》及《岜沙原生态苗族文化旅游景区保护与发展实施方案》，指导景区整体开发，从旅游要素入手，整合旅游资源、产品业态、功能体系，在旅游交通、旅游餐饮、购物、住宿、手工艺制作、展示体验区、风俗民情、田园风光等方面实现旅游营收项目突破，做到项目的整体开发和旅游产业链的延伸。

**2. 增强游客异地生活体验感。**旅游产品的设计考虑到游客旅游全过程的体验感和市场细分，根据差异化、特色化，精细化要求，将现有旅游产品进行提质升级，开发非标准化、定制化、个性化的旅游产品，使旅游产品具备“新、奇、乐”赋能。通过“大健康+旅游”“网红+旅游”“美食+旅游”“运动+旅游”等方式，全方位将贵州本地生活特点植入旅游，让外来游客充分体验到不同观感的生活方式，引起大众多元的情感共鸣。

**3. 高效利用旅游资源。**通过加强与地方政府或村集体合作，把现有乡村旅游产品做精做特做优做细，高效利用好现有资源。根据淡旺季不同，实行不同的运营战略：旺季做好农家特色餐饮、乡间住宿及乡村休闲、游玩；淡季考虑农村产品供给与城市消费对接，充分利用消费者对天然食材的偏







济圈，依托成贵高铁、厦蓉高速等交通干线，靠便捷交通带来的西南地区至珠三角的时空距离缩减效应，充分连接贵阳、荔波、桂林、贺州、肇庆、广州、深圳、香港、南宁、厦门等重要旅游城市和客源地。

好、手工艺品的特殊情怀，整合农村生态环保的农产品、培育手艺人制作有纪念有使用价值的工艺品、生活用品，由公司布局的多家贵州商品购物店，加上品牌包装，打造特色，实现商品的溢价销售。

### 下一步计划

一是完善企业架构，塑造强竞争力团队。神秘从江公司计划引进高层次旅游专业人才，充实人才队伍，同时加强标准化和智能化的管理，着力提升游客满意度和景区的管理效率；二是加强与行业内具备强大业界优势的企业合作，下足营销投入，开展精准营销，从线上营销、线下营销、品牌设计和品牌推广对游客建构一套行之有效地营销体系；三是加快景区基础设施建设，不断完善接待条件；四是培育特色餐饮、购物、民宿、手工艺制作等服务业态，丰富游览和体验内容；五是打造高铁旅游经



## Basha Village, Congjiang County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province:

Building a Miao village with unique characteristics to promote rural revitalization



### Abstract

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Basha Miao Village Scenic Area always adheres to the principle of “shaping the tourism industry with culture and highlighting local culture with tourism development,” and deeply digs into the local Miao culture. It combs and reconstructs the business cluster of the village-based scenic area, optimizes and upgrades the main tourist lines of the scenic area, gathers elements of intangible cultural heritage, and builds boutique homestays, to build “China’s last gunner tribe” a regional magnet for tourists, and boost the development of tourism chain along the Congjiang River. In April 2017, Basha Miao Village was designated as a key village for ethnic culture conservation and a national AAAA tourist attraction.



### Challenges and Problems

Basha is 7.5 kilometers away from the county seat of Congjiang, and its population is composed entirely of Miao people. It consists of five natural villages, with 545 households of 2,758 people divided into 16 villager groups. Due to the weak infrastructure, the inaccessibility of the scenic area, and the difficulty in environmental governance and control, Basha failed to effectively tap its good ecological environment and unique Miao culture and customs, and there lacked transport services to shuttle tourists between village settlements and tourist attractions. Compared with other scenic areas nearby, Basha was lagging behind in tourism development. The outbreak of Covid-19 since 2020 has made it worse for the tourism business in Basha Miao Village.

### Measures

**1. Inherit the intangible cultural heritage of Miao people in an innovative way.** In order to protect the ethnic customs of the “oldest branch of the Miao people,” Basha Miao Village proposed to preserve the “living fossils” and build an “ecological museum” of the original culture of the Miao people. In the form of “company + Party branch + cooperative + poor households,” Mysterious Congjiang Company took the lead in setting up a performance cooperative, and selected and trained about 200 local villagers on performance. In addition, specialized agencies were hired to help incorporate local intangible cultural heritage items such as “wearing a musket” (with approval from the public security organ), “tree burial customs” and “head shaving with a sickle” (the

coming-of-age ceremony for boys) into modern dance and song performances, to show the unique ancient culture of the Basha people to all the visitors, and effectively promote the Basha Miao culture through singing and dancing performances.

**2. Improve the tourism foundation and supporting facilities.** Basha Miao Village Scenic Area follows Congjiang’s master plan for developing all-area-advancing tourism and works with the local government to upgrade the tourism foundation and supporting facilities. It has upgraded the road guardrails at the scenic area, renovated the parking lot, upgraded the rest area, the performance site, viewing decks, public toilets for tourists, the signage system, and the surveillance system, etc., connected the main tourist attractions, and invested in building a new tourist service center. So far, standardized hardware facilities up to the criteria of national AAAA tourist attractions are preliminarily in place.

**3. Develop and utilize online sales channels.** The Covid-19 epidemic has dealt a heavy blow to offline





consumption including catering, accommodation, travel, sightseeing, shopping and entertainment in the scenic area. In response, Mysterious Congjiang Co., Ltd. joined hands with rural trading cooperatives, silver ornaments and other handicraft workshops in the county seat, repackaged the products on its own e-commerce platform, promoted and sold them through various channels online to the rest of the country. According to statistics, since the outbreak of the epidemic, the sales of purple rice, Kam Sweet Rice, cured meat, bath bags of traditional herbal medicine of Yao people, and other agricultural products and handicrafts had exceeded RMB 3 million.

## Results

Mysterious Congjiang Company actively leads the development of Basha Miao Village scenic area, and has invested about RMB 28 million since 2016. The scenic area directly recruits villagers to sell tickets, keep the visitors in order and the environment clean. Since 2016, the company has generated a total revenue of about RMB 35.08 million, and 80% of the ticket revenue is used to support tourism development, the development of the village collective economy and to improve villagers' lives. All villagers are actively engaged in tourist services and

benefit from tourism development, with an average annual tourism income of more than RMB 3,000 per household. As agreed, the company allocated RMB 16.06 million of its total revenue to Basha's village collective, so that every villager is engaged in and benefits from the tourism industry.

## Experience and Inspirations

**1. Plan and improve the product portfolio and overall development.** According to the *Protection Plan for the Traditional Villages of Basha Miao Village* and the *Implementation Plan for the Protection and Development of the Original Ecological Miao Culture-themed Scenic Area of Basha*, Basha has guided the overall development of the scenic area, integrated tourism factors such as tourism resources, business forms and functions, and made breakthroughs in increasing tourism revenue from transportation, catering, shopping, accommodation, handicraft making, display and experience areas, folk customs, and idyllic scenery, to realize overall project development and a closed-end tourism industry chain.

**2. Enhance the tourist experience of otherness.** The design of tourism products takes into account the tourist experience and market segmentation throughout



the tourism process. The existing tourism products are upgraded to meet the requirements of differentiation, characteristics and refinement. Non-standardized, customized, personalized tourism products are developed. These efforts are to empower the tourism industry with “novel, unique, and entertaining” products. In the future, the development of the cultural and tourism industry will adopt the “industry + tourism model,” such as “health + tourism,” “Internet celebrity + tourism,” “food + tourism,” “sports + tourism,” to implant the characteristics of local life in Guizhou into tourism in an all-round way, and let the tourists fully experience different kinds of lifestyle, and arouse their sympathy in various dimensions.

**3. Efficiently utilize tourism resources.** Through strengthened cooperation with local government or village collectives, existing rural tourism products are refined and differentiated, and the existing resources efficiently utilized. Different business strategies are implemented in peak and off seasons: in the peak season, the focus is on catering, accommodation, leisure and entertainment businesses; in the off season, it's suggested to match the supply of rural products with the demand of urban consumers, fully tap consumers' preference for organic food materials and handicrafts, consolidate rural land to grow eco-friendly agricultural products, and train craftsmen on making handicrafts and articles for daily use with commemorative value. Then these products are packaged and branded, with their characteristics highlighted and sold with a premium at the several stores opened by Mysterious Congjiang Company to exclusively sell Guizhou commodities.



### Next Steps

**First,** it will improve the corporate structure and build a highly competitive team. To begin with, Mysterious Congjiang Company plans to recruit high-level tourism professionals to its team, strengthen standardized and intelligent management, and strive to improve the satisfaction degree of tourists and the management efficiency of scenic area.

**Second,** it will strengthen cooperation with industry peers with a big competitive edge, make sufficient marketing investment targeting at the client base, and do a good job in marketing, especially targeted marketing, including online marketing, offline marketing, brand design and brand promotion, to build an effective marketing system targeting tourists throughout the entire travel process.

**Third,** it will accelerate to improve the infrastructure in the scenic area, and continue to improve reception conditions.

**Fourth,** it will cultivate service industries such as catering, shopping, homestay, cultural experience and handicraft making, and enrich the tourist experience.

**Fifth,** it will build a high-speed railway tourism-based economic circle. Trunk lines such as Chengdu-Guiyang High-speed Railway and Xiamen-Chengdu Expressway have greatly shortened the time and distance of travel from Guizhou to the rest of southwestern China and to the Pearl River Delta, and connect Guiyang with Libo, Guilin, Hezhou, Zhaoqing, Guangzhou, Shenzhen, Hong Kong, Nanning, Xiamen and other important tourist cities and sources of tourists. Taking this advantage, Basha should work to attract tourists from Guilin and Libo and develop the Pearl River Delta market.

# 吉林长春市农安县新开村： 辽金时代文化园 积极构建农文旅融合发展



## 摘要

吉林省长春市农安县新开村辽金时代文化园立足区域经济和旅游资源禀赋，以“辽金文化”为底蕴，以“生态农业”为特色，打造观光休闲农业、辽金文化旅游、综合教育培训、农产品加工销售于一体的综合型农文旅项目。景区通过开展农文旅项目带动城市消费和城市人口进入农村，优化乡村产业和人口收入结构，构建农文旅引导的城乡融合发展新格局，走出了一条“宜居宜游宜商新型乡村”的乡村振兴道路。



### 挑战与问题

新开村所处农安县是具有两千多年建城史的黄龙府古城，是东北文明的发祥地之一。新开村距离市区 54 公里，距离县城 37 公里。新开村乡村公共服务设施薄弱，乡村道路狭窄且颠簸不平，周边环境及公共服务设施较差；农业资源发展单一，仅停留在传统的大田种植上，没有发展温室蔬菜、水果等经济作物种植；传统文化挖掘不足，地域特有的历史文化没有得到挖掘与传承，缺乏将地域特有的辽金文化、农业优势与旅游业相结合的意识。

### 措施

**1. 统筹产业发展。**2014 年吉林省辽金时代旅游开发有限公司落户新开村，公司聘请专业人士编制《辽金时代生态农业旅游村总体规划》，修建旅游接待服务场所及农业温室大棚、养殖圈舍，形成一期休闲农业度假项目。2017 年公司在已有的基础设施条件上，编制《国家4A级旅游景区创建提升规划》，根据规划改造建设游客接待服务中心、停车场、公共卫生间、游步道、景区标识牌、田园民宿、标准客房、特色餐厅、娱乐设施等，同期公司在景区北部规划建设青少年研学教育基地。

**2. 改善人居环境。**景区与当地政府共同出资在伊通河上修建桥梁，缓解了游客进入难的部分问题，同时也解决了周边村民多年来靠摆渡船过河的问题。公司实施并完成了水泥路、柏油路、生态停

车场、文化休闲广场等基础设施的建设，出资购买万株金叶榆、红叶李等绿化树栽种在通往景区道路两旁，将新开村打造成自然古朴、整洁优雅、宜居宜游的美丽乡村。

**3. 践行农旅融合。**辽金时期农耕文化源远流长，景区打造吉林印记乡村博物馆展示区、人民公社生产队劳动体验区、传统手工制作参与区，采用现代方式演绎古代农业，充分挖掘辽金时期厚重的农耕历史文化，将现代休闲旅游与传统农业相结合，打造寓教于乐、寓教于游、寓教于趣的中国农耕文化体验乐园，引导村民依靠旅游业辅助农业转型升级，提高农业资源价值。

**4. 推进文旅融合。**景区围绕特色鲜明的千年古城黄龙府的地域文化，紧紧抓住辽金时期这一主题，营造辽金时期民俗文化、渔猎文化、农耕文化的浓厚历史文化氛围，打造大辽故事馆、契丹印记馆、吉林印记乡村博物馆、人民公社生产队、军博物馆等文化展馆，将历史背景和人文景观紧密结合，突出辽金时期的繁荣景象，为游客呈现文化盛宴。





## 成效

景区在保护原有自然资源基础上，融入农安县特有的辽金文化元素、地域民俗元素和非遗传承载元素，打造农垦、乡居、辽金文化、民俗文化、非遗手工艺、青少研学教育等乡村农文旅项目生态圈，为周边村民及创业户提供从事乡村旅游、文艺创作、文化传承、经济作物种植等内容的工作平台。目前园区已获得国家4A级旅游景区，2020年接待游客量为51.6万人次，销售收入为2,636.72万元。公司通过可靠、稳定的利益联结机制，共带动农户320户，户均年增收5.8万元。

## 经验与启示

**1. 联农带农。**景区按照现代农业企业发展要求，拥有健全的规章制度及管理规范，以农业产业化经营为核心，以带领农民共同富裕为目标，为当地村民提供就业、创业机会，组织职业技能培训，构建网络销售平台，按照“创意变收益、农民变导游、产品变商品、民房变民宿”的思路，构建农文旅综合体，从而提高周边农民收入，带动周边村屯经济发展。

**2. 创新机制。**辽金时代文化园采用土地流转、利益分红、果蔬大棚承包等方式与当地农户及农业合作社建立利益联盟关系，联动协作共同发展。公司在农业产业化经营过程中，以科技为支撑，以合



作社为载体，以农民为员工，以利益分配为纽带，采用“公司+合作社+基地+农户”的经营模式，与农户预先签定农产品产销合同，为农民解决农产品销路问题。

**3. 广纳人才。**景区将“大众创业、万众创新”摆在景区建设的突出位置，吸纳大学生、在外务工经商人员、当地农民、退役军人等进驻景区就业创业。为保障创业户和当地农民的利益，景区对创业就业人员给予优惠政策和提供旅游服务、农业种养殖技能培训，引导创业就业人员积极展现自身特长，为农文旅产业发展做出贡献。

## 下一步计划：

一是根据《国家旅游景区质量等级评定与划分细则》继续查漏补缺，不断提升专业服务水平，打造高质量、高标准的服务运营环境；二是继续推出研学、社会实践、五育教育等青少年教育新产品，在原有的研学教育资源基础上拓宽市场占有率，将辽金研学产业推向全国，根据《全国研学旅行基地申报标准》对景区不足之处进行完善提升，完成申报工作；三是升华三产融合发展模式，引进新技术新思想，以新元素带动土特色，引领农民增收，助力乡村振兴。



## Xinkai Village, Nong'an County, Changchun City, Jilin Province:

The Liao & Jin Dynasties Culture Park actively boosting the integrated development of agriculture, culture and tourism



## Abstract

Based on the regional economy and tourism resources, the Liao & Jin Dynasties Culture Park draws strengths from the cultural heritage of Liao & Jin dynasties features “ecological agriculture,” and strives to build a comprehensive agricultural, cultural and tourism project that offers such services as sightseeing and leisure agriculture, tours themed on the cultural heritage of Liao & Jin dynasties comprehensive education and training, and processing and sales of agricultural products. The scenic area hopes to attract urban consumers and tourists with this agricultural, cultural and tourism project, then optimize the structure of rural industries and the income structure, construct a new pattern of urban-rural integrated development guided by the integration of agriculture, culture and tourism, and blaze a path of rural revitalization to create “a new-type countryside that is suitable to live and work in and visit.”



## Challenges and Problems

Nong'an County is where the ancient city of Huanglongfu is located, with a history of more than 2,000 years, and considered one of the birthplaces of Northeast Culture. Xinkai Village is 54 kilometers away from the city, 37 kilometers away from the county seat. The village used to suffer from poor public service facilities, narrow and bumpy roads, and a poor living environment. To make it worse, its agricultural resources lacked diversity, and agriculture was limited to the traditional field planting, with no economic crops such as greenhouse vegetables and fruits. Its traditional cultural heritage was to be tapped, and its unique history and culture were not recognized or inherited. Locals lacked the awareness to combine their unique cultural heritage of Liao & Jin dynasties agricultural advantages and tourism.

## Measures

**1. Attract investment and coordinate the development of industries.** In 2014, Jilin Liao & Jin Dynasties Tourism Development Co., Ltd. was landed in Xinkai Village. The company hired professionals to prepare the *Master Plan for Building Xinkai into a Tourism Village Featuring Ecological Agriculture*, and built tourist reception and service facilities, greenhouses

and breeding enclosures, which formed the first phase of the leisure agriculture resort project. In 2017, based on the existing infrastructure conditions, it prepared the *Plan for Upgrading the Scenic Area to a National AAAA Tourist Attraction*. According to the plan, the scenic area has upgraded its tourist reception service center, parking lot, public toilets, tourist trails, wayfinding signs, homestays, standard rooms, specialty restaurants and entertainment facilities. Meanwhile, the company plans to build a study tour base for children and teenagers in the north of the scenic area.

**2. Improve the living environment.** The scenic area and the local government jointly funded the construction of a bridge on the Yitong River, which makes it easier to some extent for tourists to access. Meanwhile, with the bridge in place, neighboring villagers do not need to ferry to cross the river any longer. The company has completed the construction of concrete and asphalt roads, the eco-friendly parking lot, the culture and leisure square and other infrastructure, and purchased more than 10,000 *Ulmus pumila* "Jinye" and purple-leaf plum trees and grown them on both sides of the road leading to the scenic area. Xinkai is now a beautiful village that is natural, simple, clean and elegant, livable and tourist-friendly.

**3. Promote the "agriculture + tourism" model.** The farming tradition in the village could be traced back to the





Liao and Jin Dynasties more than a thousand years ago. In the scenic area, there is an exhibition area of the Jilin Impression Countryside Museum, the labor experience area of the production brigades of the People's Commune and the traditional handicraft DIY area. The ancient agriculture is represented in a modern way. Thus the long-lasting rich farming tradition dated back to the Liao and Jin dynasties is fully tapped. Modern leisure tourism is combined with traditional agriculture to build a farming experience paradise that allows visitors to learn about China's farming culture through entertainment, tours and fun. Villagers are guided to transform and upgrade agriculture through tourism and increase the value of agricultural resources.

#### **4. Promote the “culture + tourism” model.**

Centering on the regional culture embodied by the thousand-year-old ancient city of Huanglongfu, the scenic area highlights the theme of Liao and Jin dynasties, and creates a strong historical and cultural atmosphere of folk customs, fishing and hunting, farming, and leisure and entertainment experience of the Liao and Jin dynasties. Cultural venues such as the Story Museum of the Great Liao Dynasty, the Qidan Impression Museum, the Jilin Impression Countryside Museum, the People's Commune Production Brigades, and the Military Museum combine the historical background with the cultural heritage sites and highlight the prosperity of the Liao and Jin dynasties, presenting a cultural feast for tourists. At the same time, agricultural, cultural and tourism products with unique characteristics of Liao and Jin dynasties are developed, so as to increase the tourist loyalty to the scenic area.

## **Results**

On the basis of protecting the original natural resources, the scenic area integrates the unique cultural elements of Liao and Jin dynasties, folk customs and intangible cultural heritage elements in Nong'an County, and builds an ecosystem of agricultural, cultural and tourism projects featuring agricultural cultivation, rural residential houses, Liao & Jin culture, folk customs, handicrafts that are recognized as intangible cultural heritage, and study tours for children and teenagers. At the same time, it provides a working platform for surrounding villagers and entrepreneurs to engage in rural tourism, artistic creation, cultural inheritance, and cultivation of economic crops. The park is now a certified national AAAA tourist attraction. It received 516,000 tourists in 2020, with a sales income of RMB 26.3672 million. Through a reliable and stable interest linkage mechanism, the Company has increased the annual income of 320 rural households by RMB 58,000.

## **Experience and Inspirations**

**1. Mobilize and work with farmers.** In accordance with the requirements of the development of modern agricultural enterprises, the scenic area has established sound rules and regulations and management standards. With the industrialized operation of agriculture at the core, and aiming at leading farmers toward common prosperity, it provides local villagers with employment opportunities and opportunities to start their own business. It organizes



vocational skills training, builds an online sales platform to help sell agricultural products, and construct an integrated agricultural, cultural and tourism complex by transforming “creative ideas into income, farmers into tour guides, products into commodities, and old houses into homestays,” to increase the income of the farmers and promote the economic development of surrounding villages.

**2. Introduce a new mechanism.** The Liao & Jin Dynasties Culture Park establishes an alliance of shared interest with local farmers and agricultural cooperatives by means of land circulation, profit distribution, contracting fruit and vegetable greenhouses to promote cooperation for common development. In the course of agricultural industrialization, the company adopts the operating model that also involves cooperatives, bases and farmers. With technology as the support, the cooperative as the vehicle, it hires farmers as employees, and bonds them with profit distribution. It signed the contract of production and sale of agricultural products with the farmers in advance, and then the farmers produce agricultural products according to the requirements of the scenic area. In this way, the sale problem of agricultural products is solved.

**3. Attract talented and skilled personnel from various channels.** The scenic area places “mass entrepreneurship and mass innovation” in a prominent position in its development and attracts college graduates, migrant workers and businessmen, local farmers, retired military personnel and so on to work and start business in the scenic area. To protect the interests of entrepreneurs and local farmers, it provides preferential policies, tourism



services and training on tourist services and farming and breeding skills for those who come here to work or start their own business, and guide them to actively show their specialties, and contribute to the development of local agriculture, culture and tourism.

### Next Steps

**First,** in accordance with the *Detailed Rules for Quality Grade Assessment and Classification of National Tourist Attractions*, Xinkai Village will continue to identify and strengthen its weak links, and improve professional services, to create a high-quality and high-standard service environment.

**Second,** it will continue to launch new tourism products targeting children and teenagers, such as study tours, social practice and those themed on moral education, intellectual education, physical education, aesthetics education and labor skills education, and expand the market share based on the original study tour resources. It will promote study tours themed on the Liao and Jin dynasties to the rest of the country, improve the scenic area as per the *Criteria for Applying for the Status of National Study Tour Bases*, and complete the application process.

**Third,** it will upgrade the development model of integrating the primary, secondary and tertiary sectors, introduce new technologies and new ideas, and highlight local characteristics with new elements to increase the income of farmers and drive rural revitalization.



# 云南昆明市晋宁区福安村： 都市驱动型乡村振兴创新实验村



## 摘要

云南省昆明市晋宁区福安村以都市驱动型乡村振兴创新实验为契机，通过一系列的行动措施促进城乡智力、资金、技术、土地等要素双向流动，以新型集体经济组织为载体，盘活村庄闲置资产，发展新产业形态，推动新增收益留村益民，打造福安六坊，形成了昆明市都市驱动型乡村振兴的福安模式，成为乡村振兴和城乡融合发展的实践样本。





## 挑战与问题

福安村位于滇池湖畔，村域面积 1.23 平方公里，耕地 1,350 亩，林地 40.50 亩。农业户口 771 户 1,792 人，低保户 6 户，60 岁以上老人 480 人。村内农户经济收入主要依靠种植大棚蔬菜和花卉，因为福安村靠近滇池流域，受到滇池治理和生态环境保护的要求，传统依靠大肥大水的鲜切玫瑰亟需转型升级。但受土地性质、资金投入和技术水平等基本农业生产要素的限制，农户转型高标准水肥一体化大棚的生产方式短期内无法实现，村庄发展转型和农民收入持续增加面临挑战。此外该村户数较多，农房居住相对集中，早期建设缺乏有效规划，村庄整体风貌不佳。村庄内老年人口多，社会服务水平相对较低，村庄集体经济薄弱，难以维持基层治理和村庄可持续发展。

## 措施

**1. 构建校地合作新模式。**福安村于 2019 年入选中国农业大学-昆明市都市驱动型乡村振兴创新实验村。中国农业大学团队和福安村所在的地方政府、街道和村委会构建起了合作机制，中国农业大学教授和研究生入村，和相关工作人员一起研究福安村的整体发展和村庄定位，形成村庄乡村振兴发展行动计划，高校为村庄建设和发展注入了智力资源和人才资源。

**2. 盘活村庄闲置资源。**福安村拥有 22 座闲置的传统滇中民居，村集体通过和村民签订十五年免费使用的合作协议，利用上级财政补助资金对这些传统民居进行保护性修复，形成村集体的经营性资产。村集体通过自营、和外来资本合作经营以及出租给社会资本等方式获得集体收入，从而实现了集体经济薄弱村向集体经济强村转变。

**3. 挖掘村庄文化资源。**福安村是中国传统古村落，也是滇池沿岸的一个传统渔村，村庄名称寓意吉祥。福安村将村中有代表性的六座闲置老宅先行改造，并取名福源坊、福禄坊、福德坊、福安坊、福珍坊和福黎坊，形成福安六坊村庄文化标签；重建老村牌楼、树摸福石、挂百福匾等标志景观，营造福乐安康的村庄氛围。

**4. 创新人才下乡方式。**福安村拥有良好的区位、丰富的传统文化以及改造建设的经营性资产，但是缺乏经营性人才，无法发挥村庄经营功能。福安村通过公开招聘乡村经营 CEO，创新 CEO 人才下乡的工作机制，招聘两名大学毕业生返乡运营村庄，实现资产市场化运作。

## 成效

经过村庄整治和改造，福安村已经成为滇池沿岸一个网红打卡村，村内的传统老宅、花巷庭院、古井旧物等都吸引游客到村中游玩。随着游客增多，村民开始在村里经营农家乐、民宿和其他商





业，目前村中已经有 4 家农家乐，1 家民宿以及其他商业 7 家，越来越多的农户选择回到村里发展新业态，农户升级转型得以实现，2021 年人均纯收入 17,000 元。通过村庄整体人居环境的提升，村庄中的土地、农贸市场和其他集体经营性资产的租金上涨，实现土地资产增值，村集体的经营性资产租赁收入达到 118 万元，村集体收入达到了 142 万元，实现了集体经济由弱变强。

### 经验与启示

**1. 村民共享的收益机制。**福安村“以点带面”盘活古民居，村集体通过统一盘活村民的闲置宅基地，形成村集体可经营的资产。村集体公司以村民和村集体的沉积资源为基础，形成社会资本、村集体和村民利益共享机制。目前村集体公司的收益包括固定资产出租、自主经营收益和管理服务收益三部分，村集体收益按照 40% 用于发展村内公益事业，60% 用于纳入村民分红的方式来使用，真正使农户共享发展红利，保障了以村民、村庄为主体共享新业态收益。

**2. 宜居宜业的村庄环境。**福安村尊重古村文化，进行村庄人居环境整治和风貌提升，恢复和重建传统的滇中一颗印民居，打造传统村落景观；结合当地种花传统，美化村内巷道，形成村内景观；挖掘村庄传统，将村内闲置古井清理，形成村内水循环；实施村庄亮化工程，让夜晚的古村落也散发迷人景象。



**3. 自立自信的文明乡风。**编纂 3,000 多字村志、村史，配合完成云南乡村之眼乡土文化研究中心支持的 4 部影像采集工作，充分挖掘和保护了福安村历史，花灯歌舞、刺绣、剪纸等传统文化和手工艺技能得到传承，乡村文化队伍得到健全保留，组建了舞龙队、锣鼓队、花灯队等文艺队伍。

**4. 公平有效的村政服务。**福安村建设便民服务大厅，实现群众办事不出村、少出村，打通服务群众的“最后一公里”。建设健康养老驿站，全方位满足村中老年人的养老需求；打造乡村特色休闲吧，为村民提供优质的茶饮和公共阅读空间；恢复“露天影院”，让村民重温经典的同时，营造邻里交流的空间。

### 下一步计划

目前村庄中还有十多栋闲置老宅，通过福安六坊核心示范区的建设，福安村民认识到了老宅的价值，由于村庄集体经济有了一定收入，村庄计划采用以奖代补的方式鼓励村民自行改造老宅、从事以乡村旅游发展为主的新业态，将福安村打造成一个农民为经营主体的乡村休闲娱乐的旅游村，将古村、古宅和古井等转变为村庄发展农民增收的有利资源。

# Fu'an Village, Jinning District, Kunming City, Yunnan Province:

An experimental village of innovation in city-driven rural revitalization



## Abstract

Taking the opportunity of piloting the innovation and experiment for city-driven rural revitalization, Fu'an Village of Jinning District in Kunming promotes the two-way flow of human resources, capital, technology and land between urban and rural areas through a series of actions. With the new-type collective economic organization as the vehicle, it puts idle assets into good use, develops new business forms, and increases the income of the villagers and the village. It has built the Six Lanes of Fu'an, the Fu'an model of city-driven rural revitalization in Kunming, and become a model of rural revitalization and urban-rural integration.



## Challenges and Problems

Fu'an Village is located on the lake side of Dianchi Lake, with an area of 1.23 square kilometers, including 1,350 *mu* of cultivated land and 40.50 *mu* of forest land. There are 771 agricultural households of 1,792 people, including 6 low-income households and 480 people aged over 60. The economic income of farmers in the village mainly comes from growing vegetables in greenhouse and flowers. As Fu'an is close to the Dianchi Lake basin and subject to the requirements for ecological governance and environmental protection of the Dianchi Lake, it is required to change its traditional livelihood depending on fresh-cut roses, which consumes a lot of fertilizer and water, as soon as possible. But limited by basic agricultural production factors such as land nature, capital input and technology level, it's impossible for farmers to shift to the high-standard water-fertilizer integrated greenhouse production model in the near future, which poses challenges to the transformation of the village's development model and the continuous increase



in farmers' income. In addition, the village has a large number of households whose dwellings are relatively concentrated. Due to the lack of effective planning in the early stage, the village appearance was poor on the whole. There are a lot of elderly people in the village, but its social services were insufficient, and the collective economy was weak, making it difficult to sustain grass-roots governance and village development.

## Measures

**1. Build a new model of university-village cooperation.** In 2019, Fu'an Village was selected as the experimental village for innovation in city-driven rural revitalization under a cooperation between Kunming City and China Agricultural University (CAU). The CAU team and the local government, the sub-district and the village committee of Fu'an have established a cooperation mechanism. Professors and graduate students of CAU visited the village to work with local officials on the overall development plan and village positioning, and produce an action plan for its revitalization and development. CAU thus injects intellectual and human resources to support the village's development.

**2. Put idle resources into good use.** Fu'an has 22 abandoned residences of the traditional style in central Yunnan region. The village collective signed a cooperation agreement with their owners for free use for 15 years, and used subsidies allocated by the upper-level authorities to carry out protective restoration of these residences and turn them into its business assets. The village collective then generates income through self-





operation, or joint operation with investors from outside, or by leasing these houses to social capital attracted from investment promotion. In this way, Fu'an has transformed its weak collective economy into a strong one.

**3. Explore the village's cultural resources.** Fu'an is a traditional ancient village in China, and a traditional fishing village along the Dianchi Lake. Its name is auspicious in Chinese. It renovated six idle old houses, named them as Fuyuan Lane, Fulu Lane, Fuyi Lane, Fu'an Lane, Fuzhen Lane and Fuli Lane, formed the cultural label of Fu'an Six Lanes, and reconstructed landmarks such as the old village archway, the touch-me-for-good-luck Rock, the Fu-hanging plaque, and the standing gourd – a symbol of happiness, wealth and longevity, thus creating a happy and peaceful village atmosphere.

**4. Introduce new ways to attract talent from urban areas.** Fu'an has advantageous geographical location, rich traditional culture and reconstructed and newly-built business assets, but it is short of professional managers to run the village collective. Therefore it recruited CEO from open recruitment, and introduced a new working mechanism for CEO recruitment. It recruited two college graduates to help run the village collective and realized market-oriented operation of assets.

## Results

Through environment improvement and facility renovation, Fu'an has become an Internet-famous destination along the Dianchi Lake, and attracts tourists with its old houses, flower-decorated alleys and courtyards, old wells and relics. As more and more tourist

come, villagers start to operate agritainments, homestays and other businesses in the village. So far, there are four agritainments, one homestay and seven other businesses. And more and more migrant workers are returning to the village to develop new business forms. The upgrading and transformation of rural households are realized. In 2021, the net income per capita was RMB 17,000. As the overall living environment of the village is improved, the value of land assets is increased, so is the rent of land, farmers' market and other collective operating assets in the village. The village collective's income from operating asset leasing has reached RMB 1.18 million, and Fu'an's collective income has reached RMB 1.42 million. The collective economy has grown from weak to strong.

## Experience and Inspirations

**1. Establish a mechanism to share income with the villagers.** Fu'an put the idle old residential houses back into good use one by one. The village collective turned the idle residential land into its business assets. Based on the sedimentary resources of the villagers and the village collective, a mechanism is established for social capital, the village collectives and villagers to share interests. At present, the income of the village collective company comes from three sources: the rent of fixed assets, the profits from own-operated business and the income from management services, and 40% of the income is used to develop public welfare undertakings in the village while the remaining 60% distributed as dividends among the villagers. Thus, the rural households can truly benefit from the development and the villagers and the village as a whole receive the bulk of the income of new business forms.

**2. Create a village environment suitable to live and work in.** While respecting the ancient village culture, Fu'an improved the living environment and look of the village, restored and rebuilt traditional residential houses, known as the "seal-like compound" typical in central Yunnan, and built traditional village landscapes. Tapping local flower-growing tradition, it beautified the village alleys and lanes with flowers and created a landscape within the village; dug into the village tradition, cleaned

up the abandoned old wells, and formed the water circulation in the village; implemented the lighting project to make the ancient village as illuminated and beautiful at night as it is in daytime.

**3. Promote self-reliance and self-confidence among the villagers.** The village chronicles and history of more than 3,000 characters are compiled, which together with the four image collections sponsored by the Village Eye project, fully unearth and protect the history of Fu'an Village. Traditional cultural heritage items and handicraft skills such as lantern singing and dancing, embroidery and paper-cutting are inherited. The rural cultural teams are preserved and strengthened. The dragon dance team, the gong and drum team, and the lantern team are added.

**4. Provide equitable and effective village administration services.** Fu'an Village has opened a villager service hall, so that the people need not leave the village to access government services, thus solving the "last mile" problem of delivering public services to the people. There is a health care station for the elderly to meet the comprehensive needs of middle-aged and elderly people in the villages; a leisure bar with rural



characteristics to provide high-quality tea, drinks and a public reading space for villagers. The open-air cinema is back into business where the villagers can enjoy the classical movies while bonding with others.

### Next Steps

There are still more than a dozen idle old houses in the village. Through the development of the core demonstration area of Fu'an Six Lanes, the villagers have realized the value of old houses. With the income of the collective economy, the village plans to encourage villagers with incentives to renovate their old houses on their own and engage in new business forms to support tourism development, so as to build Fu'an Village into a tourism village featuring leisure and entertainment businesses mainly run by farmers. The ancient village, old houses and wells will be turned into assets that can boost the development of the village and increase farmers' income.



# 湖北黄石市阳新县王英镇： 景区建设驱动农旅融合



## 摘要

湖北省黄石市阳新县王英镇依托优质山水资源，积极推动旅游管理体制改革，引进专业公司经营管理，改造提升基础设施，创建 4A 级旅游景区，被评为湖北省旅游名镇。王英镇建立利益共建共享机制，扶持村集体办理合作社，因地制宜发展休闲、采摘、观光农业，形成“旅游 + 食用菌 + 光伏 + 自主产业”的村级产业发展模式，让资源变资产、村民变股民，持续夯实乡村振兴成果。



### 挑战与问题

王英镇位于原国家级贫困县湖北黄石市阳新县，精准扶贫启动时，全镇有 6 个重点贫困村、1 个深度贫困村，贫困发生率 13.8%，人均可支配收入不足 5,000 元。王英镇地处山区，交通不便、信息闭塞。辖区内三座大山和一个水库占据了大部分版图，适宜老百姓耕作的土地微乎其微，导致农业薄弱。加之王英水库是周边多地的重要饮用水源，为确保水库内水质良好，对环保的要求比较高，王英镇产业发展有众多壁垒和挑战。

### 措施

**1. 依靠水库。**王英镇立足本地实际，践行“两山”理论，明确了王英水库里的一湖清水就是脱贫致富、带动经济发展最好的资源。因湖畔山崖上悬有一块“灵通仙岛”古匾的王英水库又得名仙岛湖。王英镇为了进一步开发仙岛湖的旅游资源，加强对风景区的管理，2002 年成立了阳新县仙岛湖生态旅游风景区管理处，仙岛湖景区于 2011 年成功创建国家 3A 级生态旅游风景区，2013 年建设成为国家 4A 级旅游景区，真正实现了将独特的山水

资源转变为丰富的旅游资源，带动了景区周边村集体及群众的发展。

**2. 创新体制。**在原有旅游资源的基础上，王英镇进一步扩大招商引资，引入民间资本，辖区内 29 个村集体利用扶贫资金入股湖北天空之城旅游开发有限公司，开启村企合作新模式。天空之城景区将景区收入按照村集体入股比例每年进行分红，分红资金将用于各村脱贫群众的公益性岗位补助及低收入群体补贴等。

**3. 农旅融合。**自仙岛湖景区和天空之城景区建成对外开放以来，吸纳和带动了当地群众的就业和创业。除此之外，王英镇成功打造了特色农产品一条街、楹联一条街和古建一条街，每年接待数以万计的游客，促进了王英镇当地农家乐、农庄、土特产品销售产业的蓬勃发展。

### 成效

为了发展旅游业，助力景区建设，王英镇完善了镇区基础设施建设，对主干道“三王”公路进行提档升级，镇区自来水厂取水口及部分管网升级改造，农村自来水普及率达 100%，人居环境整治取得较好成效，镇区镇容镇貌获得有效提升。王

英镇整合 29 个村 2018-2021 年共投资 1,549.7 万元扶贫资金集中入股湖北天空之城旅游开发有限公司，按照年收益 13% 进行分红，带动约 500 户脱贫户年均增收 4,000 元，旅游经济及红利实现共建共享。王英镇共有建档立卡脱贫户 2,272 户 7,568 人，目前已全部脱贫出列，贫困发生率由 13.8% 下降至 0。建档立卡初期，人均可支配收入不足 5,000 元，2021 年全镇人均可支配收入突破 15,000 元。



## 经验与启示

**1. 因地制宜。**王英镇注重生态环境的保护和人居环境的提升，坚守生态保护底线，充分挖掘仙岛湖特有的自然和人文资源，打造体现自身特点的生态旅游风景区，依托丰富旅游资源巩固拓展脱贫攻坚成果同乡村振兴有效衔接。



**2. 创新理念。**创新思路，创新举措，整合村集体的扶贫资金集中入股旅游开发企业，创新村企合作模式，让旅游经济及红利有效带动村集体和群众增收致富。利用旅游企业开展结对帮扶，实行驻村责任制，拓展帮扶力量，进一步确保乡村振兴各项惠民政策真正落到实处，真正惠及群众。

**3. 共建共享。**充分遵循“创新、协调、绿色、开放、共享”的新发展理念，建立健全“共建、共治、共享”的发展模式。在优化全镇产业发展布局的过程中，充分发挥农民主体作用，将“两山”理念慢慢深入人心，形成全镇上下人人拥护、主动参与的浓厚氛围，促进乡村特色文化与景区旅游深度融合，为推进乡村振兴开辟新路。

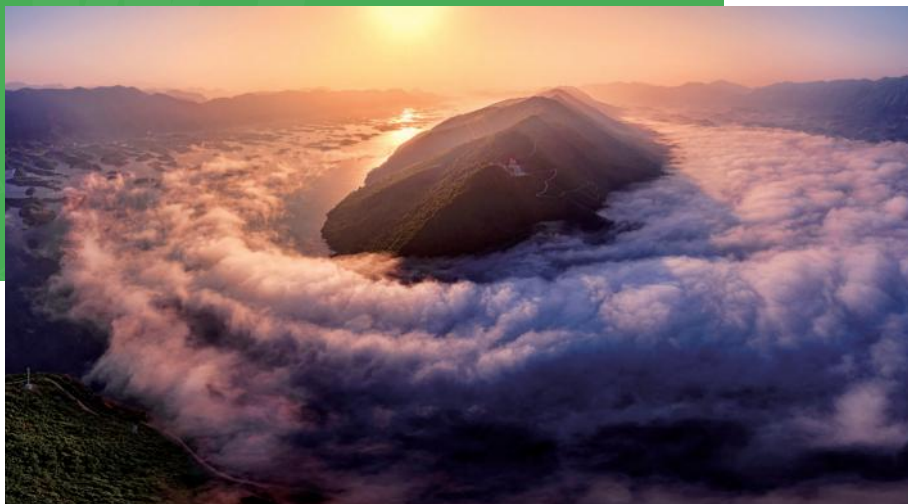
## 下一步计划

一是大力发展“茶旅”产业。明确“护一湖清水”“亮十里长廊”“育百里乡风”“种千亩水果”“栽万亩新茶”的发展方针，积极谋划发展以“仙岛红”茶叶品牌为龙头的茶旅产业发展，推进茶产业连片发展，实现全镇产业多元化和可持续发展。二是进一步扩大招商引资。加快启动东源片区环库公路以及“国王”公路的建设，引入仙岛湖大酒店、怡情康乐养生园、仙岛湖欢乐岛、仙岛湖国际温泉度假村等项目，打造一批星级高端酒店，开发拓展冬季和夜游项目，助力仙岛湖景区创建国家级旅游度假区，打造乡村振兴新高地。



## Wangying Town, Yangxin County, Huangshi City, Hubei Province:

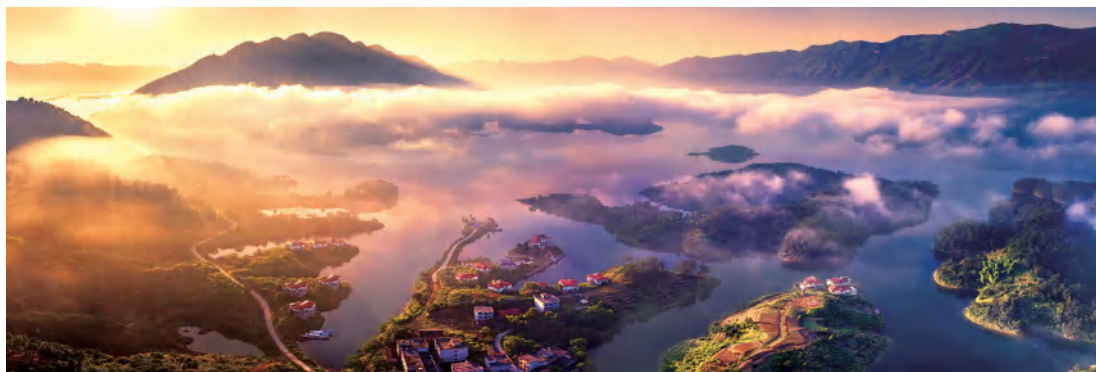
Driving agriculture–tourism integration through scenic  
area development



### Abstract

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Wangying Town boasts high-quality mountains and water resources. It actively promotes the reform of tourism administration, and has introduced specialized tourism companies, renovated and upgraded infrastructure, in an effort to apply for the status of AAAA tourist attraction. It is rated as a famous tourist town in Hubei Province. It has established a mechanism for joint contribution and sharing of benefits, and supported village collectives to set up and run cooperatives. It develops leisure, picking and agritourism based on local conditions, and has formed a village-level industrial development model that brings together tourism, edible fungi, photovoltaic energy, and self-operated businesses. By so doing, it has turned resources into assets, villagers into shareholders, continuing to contribute to rural revitalization.



## Challenges and Problems

Wangying Town is located in Yangxin, a former state-level impoverished county in Huangshi City, Hubei Province. When the targeted poverty alleviation program was started, it had six key poverty-stricken villages and one severely impoverished village, with a poverty incidence rate of 13.8% and a per capita disposable income of less than RMB 5,000. The town is isolated from the outside world by mountains, with poor transportation and communications infrastructure. Its territory is dominated by three mountains and one reservoir, leaving little arable land for the people, resulting in weak agriculture. In addition, Wangying Reservoir is an important drinking water source for many surrounding areas. To protect its water quality, the environmental requirements are stringent, posing a big challenge for industrial development.

## Measures

### 1. Turning the reservoir into a tourist attraction.

Based on the local reality and following the theory that “lucid waters and lush mountains are invaluable assets,” the town sees the crystal-clear water of Wangying Reservoir its biggest asset to increase income and drive economic growth. The reservoir is also known as Xiandao Lake after an ancient plaque hanging on the cliff – “Lingtong Xiandao” (literally meaning “the island of the immortals”). To tap into the lake’s tourism resources and strengthen the management of the scenic area, in 2002, Yangxin set up

the Administrative Division of Xiandao Lake Eco-tourism Area. In 2011, Xiandao Lake was named a national AAA tourist attraction for eco-tourism and then a national AAAA tourist attraction in 2013. It has truly turned the unique natural landscape into rich tourist resources, and boosted the development of the village collectives and the masses nearby.

**2. Institutional innovation.** On the basis of existing tourism resources, Wangying Town doubled down on investment attraction and brought in private capital. And 29 villages within its jurisdiction invested poverty alleviation funds in Hubei Sky City Tourism Development Co., Ltd., starting a new model of village-enterprise cooperation. The Sky City Scenic Area will distribute dividends proportionally as per the shares held by village collectives, and the dividends will be used to subsidize public welfare posts and low-income groups in the villages.

**3. Agriculture-tourism integration.** Since the Xiandao Lake Scenic Area and Sky City Scenic Area were open to tourists, they have increased local employment





and startups. In addition, there is a street dedicated to the sale of specialty agricultural products, another street to couplets and another featuring ancient buildings. Every year, the town receives tens of thousands of tourists, which in turn drives the vigorous development of farm stays, farms and the sale of local specialty products.

## Results

To develop the tourism industry and improve tourist attractions, Wangying Town has improved infrastructure, and upgraded the main roads, water intakes and part of the water pipeline network. All its rural households have access to tap water. The living environment is significantly improved, so is the look of the town. In 2018-2021, the 29 villages in Wangying Town invested RMB 15.497 million of poverty alleviation funds in Hubei Sky City Tourism Development Co., Ltd., and received 13% of the latter's annual income as dividends, increasing the annual income of about 500 households by RMB 4,000. Thus all the villagers are engaged in and benefit from the tourism economy. It has lifted all the 2,272 registered poor households of 7,568 people out of poverty, brought



the poverty incidence rate to zero from 13.8%, and won the recognition of more than 98% of the public. When the registration of impoverished population began, the per capita disposable income was less than RMB 5,000, and the figure exceeded RMB 15,000 in 2021.

## Experience and Inspirations

**1. Adapt to local conditions.** Wangying Town attaches great importance to protecting the ecological environment and improving the living environment, safeguards the ecological red line, and fully taps into the unique natural and cultural resources of Xiandao Lake, to build it into an eco-tourism scenic area with its own characteristics. Relying on abundant tourism resources, it has effectively aligned the effort to consolidate and expand the achievements made in poverty alleviation with that to promote rural revitalization.

**2. Embrace innovative ideas.** By introducing new ideas and measures, it has invested poverty alleviation funds of village collectives into tourism development enterprises, and adopted a new model of village-enterprise cooperation, so that the tourism economy and dividends can effectively increase the income of village collectives and the masses. It has launched the paired-up assistance program involving tourism enterprises, specified responsibilities for cadres stationed in villages, and rallied more forces to provide assistance, to ensure that all policies of rural revitalization are effectively implemented



and truly benefit the people.

**3. Engage the villagers for common gains.** The town has fully applied the new development philosophy featuring “innovative, coordinated, green, open, and shared development,” and established a sound development model based on collaboration, participation, and common gains. While optimizing the industrial development layout, Wangying realize that it must give full play to the role of farmers as the main participants, gradually raise their awareness of ecological conservation, and create an enabling environment where everyone supports and actively contributes to tourism development. In this way, it has promoted the deep integration of local culture and rural tours, opening up a new road for rural revitalization.

### Next Steps

**1. Vigorously develop tea tours.** Wangying Town has laid down the development guidelines that prioritize water conservation, lighting up tourist routes, raising social etiquette and civility, planting more fruit trees and tea trees. It is actively planning the development of tea tourism and building the leading tea brand “Xiandao Black Tea,” to diversify local economy for sustainable development, grow contiguous tea gardens, and thus



provide a sound ecological environment for tourism development.

**2. Double down on investment attraction.** It will move faster to kick off the construction of the Huanku Highway and the King Highway in Dongyuan, and introduce projects such as Xiandao Lake Hotel, Yiqing Recreation and Health Preservation Park, Xiandao Lake Happy Island, and Xiandao Lake International Hot Spring Resort. It will build a number of star-rated high-end hotels, develop winter and night tours, and turn Xiandao Lake Scenic Area into a national tourist resort and a new highland for rural revitalization.



# 四川乐山市峨边彝族自治县 古井村： 以独特彝族文化点亮乡村振兴之路



## 摘要

2019 年以来，四川省乐山市峨边彝族自治县古井村推动彝族文化与旅游融合发展，创新开发彝家婚俗文化游、彝族美食游、彝族特色民宿游。古井村创新建设全国首个彝族婚俗文化产业园，配套建成彝族婚俗沉浸式体验走廊、彝族刺绣体验馆、峨岭云边特色产品展销中心、云上古井民宿、森林康养民宿等，常态化开展“彝恋·黑竹沟”沉浸式演出，以“一台山水实景剧、一场彝家婚俗礼、一次彝乡民俗体验”特色游吸引广大游客慕名游览，探索出一条以独特彝族文化点亮乡村振兴之路。

## 挑战与问题

古井村幅员面积 4,541.2 公顷，总人口 551 人。古井村受国家级自然保护区限制开发、土地资源匮乏、发展落后等条件制约，发展迟缓、动力不足。全村基本没有种植经济作物，村民收入主要来自退耕还林粮食补助、养殖及外出务工，一度成为空心村。2014 年全村人均纯收入仅 3,157 元，在巩固脱贫成效奋进乡村振兴过程当中，发展什么支柱产业、如何带领群众增收、如何有效利用文化特色等成为急需解决的问题。

## 措施

**1. 复古生态，打造多彩乡村。**古井村依山就势打造“梯田式”新寨，将彝族传统红黄黑三色、牛图腾等传统文化元素和柴垛子、矮围墙传统生活需求植入新寨建设，改建新寨 108 户，微田园 43 户；积极推进彩化行动，沿主要景观通道密植高山红枫、红叶石楠等红色彩林 1.7 公里；积极实施亮化工程，建成 3 公里亮化通道，打造海拔 1,500 米的“高山不夜新寨”；巩固 1,199 亩退耕还林成果，大力整治农村人居环境，加快推进“垃圾、污水、厕所”三大革命，完善生活污水处理设



施，开发公益性保洁员岗位，着力打造“生态宜居”良好环境。

**2. 复兴文态，打造多彩人文。**深度挖掘彝族婚俗、毕摩等传统文脉资源，完成投资 3,000 万元建设彝族婚俗产业园，打造“彝恋·黑竹沟”实景演出。对村落、民居由内而外进行全景改造升级，将实景融入到演出背景，让游客通过成长、恋爱、婚嫁、欢庆等章节沉浸式感受小凉山彝家最纯真最浪漫的爱情。组织村民担当特约演员，培训民宿业主担当讲解员，村寨成为黑竹沟景区中外游客文化体验必选地。

**3. 复合业态，打造多彩生活。**加快农文旅深度融合，不断丰富业态，建设彝乡发展示范。坚持错位、借势发展，着力放大生态康养，依托黑竹沟“一镇五金花”建设，开发“古井核心景区一日康养游”等特色旅游线路，丰富旅游产品供给。立足





差异化、特色化发展定位，加大政策扶持和指导力度，鼓励群众自主发展原汁原味的特色民宿。

## 成效

古井村大力发展民俗文化旅游、民宿体验游、生态美食游等旅游产品，弘扬传承彝族刺绣、银饰、婚俗等彝族非遗文化 20 余个；开发“彝家味”特色农产品 30 余个；实施民宿改造提升工程，建成云上古井客栈 1 个，独栋民宿 20 栋，特色民宿 52 家，农家乐 20 个。民宿、农家乐规模化发展，吸引返乡创业农民工和创客青年 15 人次。2021 年接待游客 3.8 万人次，旅游综合收入 460 万元；农村人均纯收入从 2019 年 5300 元增长至 2021 年 13,050 元，同比增长 146%。

## 经验与启示

**1. 深挖少数民族文化，引领乡村旅游快速发展。**把文化保护传承作为提升美丽乡村建设的有效途径，深度挖掘彝族文化内涵。依托彝族传统婚俗文化编排婚俗沉浸式演出，将传承民族文化与发展乡村旅游有机结合，丰富旅游业态、创新游客体验，让游客在游玩体验中支持乡村旅游发展。

**2. 健全科学分配机制，激励边远村民主动发展。**建立“公司+合作社+农户”模式，通过租赁民居、聘用村民、利润分红等方式，一方面助农增收，一方面打造行业标杆提升旅游服务质量。龙头企业标杆发展，既满足游客不同档次入住需求，



更带动当地村民主动加入民宿、农家乐等发展，2019 年以来新增农家乐、民宿 60 余户。

### 3. 盘活农村闲置资源，破解空心村治理难题。

把发展民宿、农家乐作为政府支持旅游发展重点，县级旅游主管部门和帮扶单位大力支持村民利用闲置农房、耕地发展旅游接待和农特产品，龙头企业优先使用当地村民，实现了农房变民宿、荒地变菜园、村民变股东，村民外出务工人数减少 80%，让“空心村”蝶变“梦想村”。

## 下一步计划

一是推进旅游基础提升。完善供水电、卫生、通讯等方面的问题，加快“旅游厕所革命”等项目的推进，提升餐饮设施、住宿设施、基本接待设施、配套设施等。建设停车场、服务驿站、特色风景道、指引系统等，让古井游变的更自主更便捷。二是培养本地专业人才。选择一批对乡村旅游有发展经验、善于学习、有发展能力的乡村旅游人，重点培训、专业培养，帮助他们开拓视野、提升站位、扩大格局，每年在古井村开展专题培训班，培训各类服务人才 100 名，充分发挥好他们的主观能动性和“能人”带动作用。三是丰富宣传营销手段。科学利用各种传媒手段进行推广，培育网红达人、旅游达人，将旅游体验通过直播或者文字的方式发至网络，加强宣传，增强乡村旅游吸引力，提高客流量。

## Gujing Village, Ebian Yi Autonomous County, Leshan City, Sichuan Province:

Lighting the road to rural revitalization with unique Yi  
culture



### Abstract

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Since 2019, Gujing, a village in Ebian Yi Autonomous County, Leshan City, Sichuan Province, has promoted the integration of Yi culture and tourism, and organized tours themed on Yi wedding customs and food and developed Yi-style homestays. It is home to China's first industrial park themed on Yi wedding customs, as well as supporting facilities including an immersive experience corridor themed on Yi wedding customs, a Yi embroidery DIY hall, an exhibition and sales center for specialty products, a Yunshang Gujing homestay, and wellness-themed forest homestays. The immersive performance of "Yi Love in Heizhugou" is staged regularly. Hence, it attracts a large number of tourists with the open-air live performance, Yi wedding ceremony, and a Yi folk custom experience and has found a way to rural revitalization illuminated by the unique Yi culture.

## Challenges and Problems

Gujing covers an area of 4,541.2 hectares with a population of 551. Located in national nature reserve, the village faces development constraints and lack land resources. It was backward, and lacked the motivation and resources to develop. There were virtually no cash crops, and the villagers mainly lived on grain subsidies granted for returning the cultivated land to forest, animal farming and working in cities. Gujing was once hollow. In 2014, its total net income was only RMB 3,157. What pillar industries to develop in the course of consolidating the achievements in poverty eradication and promoting rural revitalization? How to lead the villagers to increase income? And how to effectively tap its proximity to scenic spots? These were questions that must be answered immediately for the village to develop.

## Measures

**1. Restore the ecology and create a colorful rural landscape.** Based on its mountainous landform, Gujing has built some residential dwellings on the terraced fields, and decorated them in red, yellow and black, three distinct colors of the Yi people, and with the image of the ox totem, and wood piles and short walls. A total of 108 such dwellings and 43 mini-farms are added. The village has launched a coloring campaign, and planted 1.7 km of red-



leave forests such as alpine red maple trees and photinia fraseri along major sightseeing routes. It has also pushed forward the lightening project and installed lights along a 3-kilometer stretch to create a “sleepless new village” with an altitude of 1,500 meters. It has consolidated the achievements of converting 1,199 *mu* of farmland to forests, vigorously improved rural living environment, accelerated the three major actions concerning waste sorting, sewage treatment and toilets upgrade, and improved domestic sewage treatment facilities. It has offered non-profit public sanitation positions. All this is to create an eco-friendly, livable good environment.

**2. Rejuvenate local culture and organize colorful cultural activities.** Gujing has effectively tapped traditional cultural resources such as Yi wedding customs and the culture of Bimo – shaman among the Yi people, invested RMB 30 million to build an industrial park







themed on Yi wedding customs, and produced the open-air live performance of “Yi Love in Heizhugou.” The village environment and residential dwellings are renovated and upgraded from inside out, and serve as the backdrop for the open-air show which is about an innocent love story of Yi people consisting of such chapters as growth, love, wedding and celebration. The performers are villagers and trained homestay owners double as tour guides. The village has become a must-visit place for Chinese and foreign visitors to Heizhugou scenic area.

**3. Diversify business forms and enrich the colorful life.** Gujing accelerates the in-depth integration of agriculture, culture and tourism, and continuously diversifies business forms, to build a development model for Yi villages. It adheres to the principle of differentiated development based on local conditions, and makes particular effort to grow the wellness industry. In Heizhugou, it has developed the one-day tour in the core scenic area of Gujing, and diversified the portfolio of tourism products available. Positioned for differentiated and specialty development, it has increased policy support and guidance, and encourages the people to independently develop homestays with local characteristics.

## Results

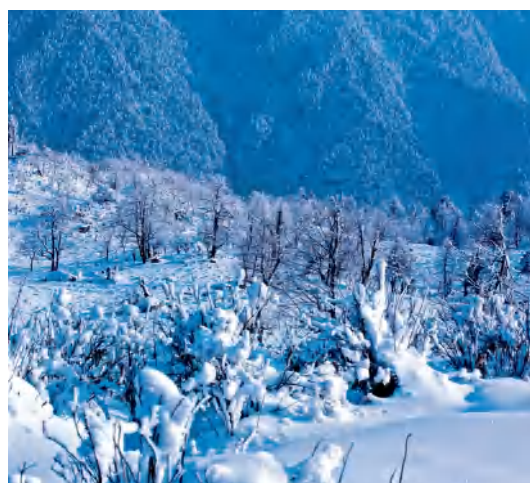
Gujing vigorously develops tourism products such as folk culture tours, homestay tours, and eco-food tours. It has inherited and promoted more than 20 intangible cultural heritage items of Yi ethnic group such as embroidery, silver decoration and wedding customs, developed more than 30 special Yi dishes, and renovated

and upgraded homestay facilities. So far it has one Yunshang Gujing inn, 20 stand-alone homestays, 52 specialty homestays and 20 agritainments. The large-scale development of homestay and agritainment business has attracted 15 migrant workers and young entrepreneurs to return/come here to start their business. In 2021, Gujing received 38,000 visitors, with comprehensive tourism income of RMB 4.6 million; the rural per capita net income soared from RMB 5,300 in 2019 to RMB 13,050 in 2021, up by 146%.

## Experience and Inspirations

**1. Tap ethnic minority cultures and drive the rapid development of rural tourism.** Gujing takes cultural protection and inheritance as an effective way to build a more beautiful countryside, and has deeply tapped into the traditional Yi culture. Based on the traditional wedding customs of the Yi people, it has produced and staged an open-air immersive show, to inherit Yi culture and promote the development of rural tourism at the same time. It also diversifies the tourism economy, has introduced new elements to enrich the tourist experience, and engages tourists in the development of rural tourism while they are enjoying themselves.

**2. Improve the rational income-distribution mechanism and encourage remote villagers to take the initiative to develop.** Gujing has developed a model that brings together research teams, companies,



cooperatives and rural households. Through the lease of their dwellings, employment and dividends, the farmers have seen their income increase. Meanwhile the leading tourism companies have improved tourist services in an effort to set a model for the tourism industry. They not only meets the accommodation needs of tourists with different budgets, but also drives local villagers to actively participate in the development of homestays and agritainments. Since 2019, more than 60 agritainments and homestays have been added.

**3. Put idle rural resources into good use and solve the problem of governance of hollow villages.** Local government prioritizes the development of homestays and agritainments in supporting tourism development. The county-level tourism authority and the assistance providers strongly support villagers to turn their abandoned houses into homestays to receive tourists and to grow specialty agricultural products on their cultivated land. Local leading enterprises give preference to local villagers in recruitment. As a result, abandoned rural houses have become homestays, wasteland vegetable gardens, and villagers are now shareholders. The number of villagers working outside has reduced by 80%, and the once-hollow village is now a village of dreams.



### Next Steps

**First, improve the tourist infrastructure.** Gujing shall address problems with water supply, sanitation and communications, speed up the “Toilet Revolution” and upgrade catering, accommodation, basic reception and supporting facilities. Parking lots, service stations, sightseeing routes, and the way-finding system shall be added for the convenience of tourists.

**Second, train local professionals.** It will select a group of rural tourism professionals who are experienced, good at learning and have the development potential, train them on professional skills, and help them broaden their horizons, see the bigger picture and cultivate the long-term thinking. Gujing will host at least two special training sessions each year for 100 service personnel who will serve as role models for others to follow suit.

**Third, enrich the means of marketing.** It shall rationally use different kinds of media platforms for marketing, cultivate online influencers and travel bloggers/vloggers, share the tourist experience on the Internet through live-streaming sessions or posts, and increase input into marketing, to enhance the appeal of rural tourism and attract more tourists.

# 穷游网： 甘南夏河县非遗节日“香浪节” 助力乡村振兴



## 摘要

夏河县地处甘肃省甘南藏族自治州，2020 年，穷游网携手夏河县文旅局，以甘南传统文化节日——香浪节为旅游抓手，抓住疫情防控常态化下旅行者对绿色空间和户外的向往，以草原文化为核心，策划“草原旷野计划——香浪节”活动，将香浪节打造为区域 IP。穷游网通过对夏河旅游资源的重新挖掘，全媒体推广夏河目的地，树立了非遗节日示范性旅游品牌标杆。



## 挑战与问题

甘肃省甘南藏族自治州夏河县文化和旅游产业资源丰富，拥有7大景区51处景点及多个民俗文化活动。近年来，当地打造了一系列旅游专业村、示范村，并在一定程度上提升了旅游相关基础设施水平，夏河文旅产业正逐步走向高质量发展阶段。但夏河县旅游资源和周边区域相似度高，存在替代性空间竞争关系，容易引起周边各大景区对客源市场的争夺与分割。夏河县欲借助甘南传统文化节日——香浪节，通过节日带动夏河旅游的知名度，吸引更多游客前往。香浪节过往只是当地居民的节日，如何将这一节日变为全国知名节庆活动，提高夏河县旅游综合收入，需要更为有效的渠道及手段。

## 措施

**1. 市场化运作香浪节。**穷游网利用多年来目的地营销经验，将甘南传统文化节日——“香浪节”与传统舞蹈——“则柔”进行品牌化包装，集合藏族音乐、唐卡等藏族文化元素，将香浪节打造为文旅体结合的非遗“IP”，将当地民族文化推上新高度，将夏河文旅推向新起点。

**2. 户外旅游热点赋能香浪节。**疫情常态化下，人们对绿色空间更加向往。据穷游网用户调研显示，露营、徒步等户外旅行方式连续2年热度上涨超过30%，户外旅行已成为当下旅行的新兴潮流。崇尚自然、疗愈身心、回归野性、释放天性



晋升为用户旅行新需求。穷游网携手夏河县文旅局，以草原文化旅游为核心，策划夏河香浪节嘉年华活动。

**3. 多元体验提质香浪节。**基于草原文化，穷游网打造500亩帐篷营地，策划多元线下体验活动。香浪节以营地为核心，打造了年轻化、创意十足的线下活动，将传统与新潮结合。通过招商，打造小型线下市集，涵盖衣食住行等方面，为旅行者带来全新的沉浸式体验。

**4. 全媒体推广香浪节。**穷游网借助香浪节，对夏河旅游资源进行重新梳理，凸显夏河的独特优势，从专业内容及深度内容包装。在专业内容方面，穷游网上线了《夏河》穷游锦囊，完整全面地整合了夏河的目的地信息及经典、小众路线等。在深度内容方面，穷游网邀请平台多位旅游达人全程体验香浪节活动，挖掘夏河旅游新玩法，产出深度游玩攻略。在此之上，穷游网利用自身平台流量、新媒体矩阵、主流媒体、线下户外大屏广告宣传夏河旅游资源，以强曝光度、强冲击力、强公信力吸引了大量周边游客前往夏河参加香浪节活动。

## 成效

穷游网携手夏河县文旅局打造的“草原旷野计划——香浪节”活动，全网总曝光超一亿四千万人次，活动邀请多家媒体前往体验和报道。新华网、人民网、央广网、环球网、中国日报、新京报、网易、新浪、搜狐、环球旅讯、劲旅网等门户类、旅游垂直类、地方媒体总计500家宣传报道。香浪





节活动吸引超过 17 万人参与，其中当地群众 6 万人，全国各地游客 11 万人，活动直接带动夏河县旅游业综合收入约 1,656.5 万元。穷游网联手夏河县文旅局将传统节日与文旅体结合，成功打包输出夏河旅游品牌，树立了非遗节日示范性旅游品牌标杆，提升了夏河的旅游影响力，通过旅游提升乡村经济的发展，助力乡村振兴。

## 经验与启示

**1. 聚合当地特色文化。**乡土文化是中华优秀传统文化，各地都有自己的特色节日。而单一节日对游客的吸引力有限，将更多当地文化，如传统舞蹈、手工艺、服饰等进行聚合，并借助节日庆典活动打包展示，可有利刺激游客的旅行欲望。

**2. 打造高品质线下体验。**疫情防控常态化下，人们的旅行习惯发生了很多变化。穷游网和夏河县文旅局抓住人们对绿色空间的向往，从户外旅游切入，打造 500 亩帐篷营地，在营地内以丰富的线下体验装置、互动体验活动，为游客带来高品质的旅行。不只是户外旅游，近来，城市内深度游、文

化潮流艺术、生态体验等热度高涨，乡村旅游可以此为灵感，吸引更多游客前往。

**3、IP 驱动多元营销。**乡村旅游要以 IP 思维，将旅游活动打造为被大众记忆的 IP，在营销推广方面将事半功倍。在本项目中，穷游网以香浪节为 IP，线上线下并行传播。线上以多维度的专业深度内容推广夏河的旅游资源，实现目的地种草。线下打造“草原旷野计划”活动，邀请政府、媒体、达人、大众等不同圈层现场感受，自发传播，直接引爆夏河旅游。

## 下一步计划

未来，穷游网将继续携手夏河县文旅局展开更全面的深度合作。一方面，共同打造草原文旅升级 2.0 计划，在形式及内容方面创新，吸引更多年轻群体前往夏河旅行。另一方面，双方将共同探索甘南文旅复兴的更多可能，全时、全季地吸引游客，全方位带动乡村振兴。同时，穷游网将以香浪节为范本，与其他目的地一起共创更多元的乡村旅游形式，为乡村振兴贡献力量。

## Qyer:

Boosting rural revitalization by hosting the Xianglang Festival in Xiahe County, Gannan Tibetan Autonomous Prefecture



## Abstract

Xiahe County is located in Gannan Tibetan Autonomous Prefecture, Gansu Province. In 2020, the county's culture & tourism bureau joined hands with Qyer, and turned the Xianglang Festival, a traditional festival in Gannan, into a regional tourism brand by capitalizing on the tourists' yearning for green outdoor space in the new normal of epidemic prevention and control, planned and organized the festival activities with grassland tours at the core. They also combed through the tourist resources of Xiahe, promoted Xiahe as a destination on all media, and build an exemplary tourism brand based on local intangible cultural heritage.





## Challenges and Problems

Xiahe is rich in cultural and tourism resources, with 51 scenic spots in seven major tourist attractions and a number of folk cultural activities. In recent years, a number of specialized and demonstration tourism villages have emerged in the county, and the tourist infrastructure has been improved to a certain extent. The cultural and tourism industry in Xiahe is entering the stage of high-quality development. But its tourism resources are similar to those in surrounding areas, and can be easily replaced by other destinations. Thus the local competition for tourists is fierce. To attract more tourists, Xiahe hopes that the Xianglang Festival, a traditional cultural festival in Gannan, will boost its visibility as a destination. But to turn the local Xianglang Festival into a national famous festival and increase the comprehensive tourism income, the county needed more effective channels and means.

## Measures

**1. Launching the Xianglang Festival in a market-oriented way.** With years of experience in destination marketing, Qyer branded the Xianglang Festival and traditional folk dance *Zerou*, and incorporated Tibetan music, Thangka and other intangible cultural heritage, tourism and sport elements into the Xianglang Festival. In this way, the local Tibetan culture has been pushed to a new height, Xiahe is empowered both ecologically and culturally, and local cultural and tourism industry has entered a new stage of development.

**2. Combining outdoor tourism with the Xianglang Festival.** In the new normal of epidemic prevention and control, people are yearning for green space. According to a user survey conducted by Qyer, the search for camping, hiking and other outdoor travels has risen by more than 30% for two consecutive years, and outdoor travel is all the rage. More and more users want to embrace Nature, heal the body and mind, and totally be themselves in the wilderness of Nature in travels. Therefore Qyer partnered up with Xiahe Bureau of Culture and Tourism to launch the Xianglang Festival carnival with grassland tours at the core.

**3. Introducing a diverse visitor experience to the Xianglang Festival.** Based on grassland tours, Qyer has built a 500-*mu* tent camping site and planned diversified





offline experiential activities. The camping site is equipped with trendy, creative offline installations to add some touch of fashion to this traditional festival. Through investment attraction, it also opened a small bazaar selling clothes, foods, homestays and transportation services, creating a brand new immersive experience for visitors.

**4. Marketing on diverse media.** While launching the Xianglang Festival, Qyer sorted Xiahe's tourism resources, highlighted its unique advantages, and promoted it as a destination from knowledge and experiencing sharing. In terms of knowledge sharing, Qyer published detailed travel guides about Xiahe,

including basic facts of the place and the most popular and niche routes. In terms of experience sharing, it invited a number of travel bloggers to participate in the Xianglang Festival, explore more beautiful sides of Xiahe, and write detailed travel guides accordingly. On top of that, Qyer marketed Xiahe's tourism resources on its own website, new-media matrix, mainstream media and outdoor big screens. Such intense exposure, strong visual effect and Qyer's high credibility combined to lure a large number of tourists from surrounding areas to the Xianglang Festival.

## Results



The "Wild Grassland – Xianglang Festival" jointly launched by Qyer and the Xiahe Bureau of Culture and Tourism, generated over 140 million impressions online. Many media organizations were invited to participate in and report on the event. It was covered by more than 500 portal websites, tourism websites and local media, including news.cn, people.cn, cnr.cn, huanqiu.com, *China Daily*, *Beijing News*, NetEase, Sina, *Travel Daily*, and btiii.com. The Xianglang Festival attracted more than 170,000 participants, including 60,000 locals and 110,000 tourists from all over the country, and directly generated



a comprehensive income of RMB 16.565 million in Xiahe. In partnership with the Xiahe Culture and Tourism Bureau, Qyer combined the traditional festival with culture, tourism and sports, successfully built up Xiahe's brand as a tourist destination, and set up a demonstration tourism brand based on the intangible cultural heritage festival. It has promoted the development of rural economy and rural revitalization through tourism.

### Experience and Inspirations

**1. Gather unique elements of local culture.** Folk culture is an excellent traditional Chinese culture, and each place has its own special festivals. But local festivals alone have only limited appeal to tourists. Therefore, Xiahe should incorporate more elements of local culture, such as traditional dance, handicrafts and Tibetan costumes into the festival and display them on occasions of celebrations, to lure more tourists.

**2. Create a high-quality offline tourist experience.** In the new normal of epidemic prevention and control, people's tourism behavior has changed a lot. Qyer and Xiahe Culture, Sports, Radio, Film and Tourism Administration capitalized on the people's longing for green space, promoted outdoor tourism, and built a 500-*mu* tent camping site and equipped it with abundant offline experiential installations and interactive activities, to create a high-quality tourist experience. In addition to outdoor tourism, city tours, cultural tours, art tours, and ecological tours have recently gained popularity. Xiahe may draw inspiration from these trends and attract more tourists.

**3. IP-driven marketing via diverse channels.** Rural tourism should develop its own IPs, and well-recognized IPs will yield twice the result with half the effort in marketing. In this project, Xianglang Festival is the IP which Qyer promoted simultaneously online and offline. Online it promoted Xiahe's tourism resources from multiple dimensions, to rally users' interest in the place. Offline, it launched the "Wild Grassland" event and invited participants from different circles such as government agencies, media, travel bloggers and the ordinary people. Through the word-of-mouth of these participants, Xiahe instantly became a popular tourist destination on the Internet.

### Next Steps

In the future, Qyer will continue to work with Xiahe Culture, Sports, Radio and Television Administration and Xiahe Bureau of Culture and Tourism in more areas and at a deeper level.

**First**, they will jointly develop the 2.0 version of grassland tours, introduce new forms and contents, and attract more young visitors to Xiahe.

**Second**, they will jointly explore more possibilities for the rejuvenation of tourism in Gannan, attract tourists to it throughout the year, and promote rural revitalization in all respects.

**Third**, based on the success of the Xianglang Festival, Qyer will work with other destinations to create more diverse forms of rural tourism and contribute to rural revitalization.





# 黑龙江伊春市铁力市： 特色民宿驱动农旅融合



## 摘要

黑龙江省伊春市铁力市深入践行“绿水青山就是金山银山”理念，牢牢把握“生态立市、旅游强市、产业兴市”发展定位，坚持生态优先、绿色发展、产业融合，将发展全域旅游作为推动乡村振兴的有效载体，大力发展休闲农业和乡村旅游，通过休闲度假、旅游观光、休闲垂钓、农家风味餐饮、特色民宿等旅游休闲集群驱动农旅融合发展。



## 挑战与问题

铁力市位于黑龙江省中心部位，行政区划面积为 3,776.3 平方公里，市辖 5 镇、3 乡，有行政村 71 个，全口径总人口 27.8291 万人，其中农业人口 8.4691 万人，占总人口的 30.43%。生态环境良好，自然资源富集，旅游要素丰富，发展旅游优势明显。然而乡村旅游基础设施条件相对薄弱、旅游产品亟待创新、乡村旅游融合度不高、具有人文特色和山水优势的乡村资源未得到有效挖掘和深度开发仍是制约铁力旅游发展的主要问题。

## 措施

**1. 科学规划促发展。**铁力市立足资源禀赋和比较优势，把旅游产业作为经济增长的重要引擎和转型发展的重要动能。综合考虑全市乡村旅游资源禀赋，因地制宜编制了《铁力市全域旅游发展总体规划》，从顶端长远谋划旅游发展，确定开发以铁力乡村为原乡生活载体的乡村旅游业态，充分考虑相关旅游项目发展布局及交通、通信、供水、供电、环保等公共服务设施，确保旅游资源得到高品质开发和可持续利用，为旅游助力乡村振兴打下坚实基础。

**2. 环境整治抓创建。**高品位实施村庄绿化，按照“一环两带三通道、点状穿插建绿地、花果飘

香进万家”的思路积极推进乡村绿化工程，村庄绿化覆盖率由 7.9% 提升至 36.5%，乡村开启“美颜模式”。高水平推进“五项革命”，农村生活垃圾收集率、处理率以及常住户卫生厕所普及率分别达到 90%、100% 和 86.1%，农村生活垃圾“四分法”成为全省典范。持续完善乡村健身路径、体育设施和文化信息共享活动室等设备设施，硬化、美化、亮化基本实现全覆盖。

**3. 丰富业态谋振兴。**建成一批有影响力、品牌化的特色民俗，如北星田园生态民宿、成子民宿、途远萌宠部落等；引入酒章文创特色旅游景区项目；开展区域旅游文化节、举办冬季森林冰雪欢乐季；拓展“旅游+电商”，打造电商销售特色产品，推动“铁力森鲜”品牌建设，提升铁力市农林产品的附加值和品牌影响力，促进全市农业产业转型升级。

**4. 多措并举抗疫情。**新冠肺炎疫情发生后，



铁力市开展“走流程 游家乡”活动，发放旅游专项消费券 106.2 万元，积极引导扩大乡村旅游消费。制定《铁力市应对疫情影响促进经济发展惠企惠民九条措施实施细则》，帮助企业缓解经营困难、提振发展信心。乡村旅游企业积极结合假日新特点，围绕文旅惠民、消费惠民，开展特色文旅活动和优惠活动，着力开发本地游市场。

## 成效

北星村以集体运营方式，投资 240 万元打造“北星田园生态民宿”，建成民宿 15 处。年丰朝鲜族乡成子渔村以自营方式，投资 420 万元打造成子民宿，建成民宿 26 处；投资 945 万元实施“途远萌宠部落”特色主题民宿项目，建成民宿 14 处。成子民宿年接待游客近 1.5 万人次，旅游收益可达到 160 万元。萌宠部落民宿年可接待游客 3 万人次左右，收益可以达到 90 万元左右。同时，通过餐饮、特产服务带动乡内其他客流可增收 70 万元，民宿经济有效促进了农旅融合，实现了农业增效、农民增收和农村增美。

另外通过“途礼-乡村伴手礼”服务平台，对外销售本地特色农产品，可实现增收 25 万元；为本地百姓提供就业、创业的机会可助民增收 15 万元。每年由乡村旅游及其衍生项目所带来的经济收益可达到 360 万元，年接待游客约 5 万人次，为当地 70 余人提供就业机会。



## 经验与启示

**1. 积极发展民宿经济。**尊重乡村特质，依托良好的乡村旅游资源、人文底蕴、农副产品，通过建设成子民宿、萌宠部落、北星田园生态民宿等一批精品民宿项目，因地制宜发展乡村特色经济，将好山好水好空气变为铁力旅游的最大名片。

**2. 大力依托电商平台。**积极打造电商销售特色产品，通过网红直播对外推介铁力产品，“铁力森鲜”品牌知名度和美誉度持续提升。通过打通旅游产品及农产品的生产加工、销售流环节，形成生态旅游与生态农产品产业相互促进的良好势头，整体提升铁力市农林产品的附加值和品牌影响力。

## 下一步计划

铁力市将继续依托良好生态，按照多点开花、错位发展原则，一是突出打造市场化、规模化、专业化、精品化、个性化旅游项目，大力发展亲子互动、运动营地、文化体验等特色项目；二是推进途远萌宠部落民宿二期项目和酒章文创特色旅游景区等精品旅游项目建设；三是举办一系列乡村特色文化旅游节庆活动。结合美丽宜居村庄创建行动，进一步挖掘乡村发展潜力，持续推动旅游与文化、生态、产业融合发展，形成示范引领效应，打造乡村振兴的“铁力样板”。



## Tieli City, Yichun City, Heilongjiang Province:

B&B service with local characteristics driving agriculture–tourism integration



## Abstract

Tieli is a county-level city in the prefecture-level city of Yichun, Heilongjiang Province. It remains committed to the concept that “lucid waters and lush mountains are invaluable assets,” and firmly positions itself as an “eco-city with a strong tourism industry and other booming industries.” It has prioritized ecological conservation, promoted green development and industrial integration, and considered all-area-advancing tourism as an effective vehicle for rural revitalization. It vigorously develops leisure agriculture and rural tourism, and drives the integrated development of agriculture and tourism through cluster zones of leisure and vacationing, sightseeing, angling, catering, and B&B services.

## Challenges and Problems

Tieli is located at the center of Heilongjiang, with an administrative area of 3,776.3 square kilometers. Under its jurisdiction are five towns, three townships and 71 administrative villages, with a total population of 278,291, including 84,691 agricultural population, accounting for 30.43% of the total. The ecological environment is good, and natural resources and tourism elements are abundant, giving it obvious advantages to develop tourism. But its rural tourism infrastructure was weak, tourism products were outdated, rural tourism resources lacked integration, and rural resources with cultural heritage and natural scenery were yet to be identified and developed. These were the main problems restricting the development of tourism in Tieli.

## Measures

**1. Promoting development through science-based planning.** Based on resource endowments and comparative advantages, Tieli makes the tourism industry an important drive for economic growth, transformation and development. Taking into account



its rural tourism resources, it prepared the *Master Plan for Tourism Development* according to local conditions, a top-level design for long-term tourism development. It determined to develop rural tourism in the Tieli countryside, and gave full consideration to the distribution of tourism projects and public service facilities such as transportation, communications, water supply, power supply and environmental protection, to ensure high-quality development and sustainable utilization of tourism resources, and lay a solid foundation for rural revitalization through tourism.

**2. Improving the environment.** Tieli greened the villages according to high standards, by building one green ring, two green belts and three green corridors,





with small green spaces scattered in between, and flowers and fruit trees growing everywhere, and increased the greening rate from 7.9% to 36.5%. The countryside is getting more and more beautiful. It also transformed waste collection & treatment, toilets, sewage treatment, energy mix and vegetable gardens in villages according to high standards. The collection and treatment rates of household garbage and the penetration rate of sanitary toilets in permanent households have reached 90%, 100% and 86.1%, respectively. It has continued to improve rural fitness roads, sports facilities, culture and exchanges rooms and other equipment and facilities. Basically all the roads are hardened, all the facilities and signs beautified and entire villages are lit at night.

**3. Diversifying business forms.** It has built a number of influential brands, such as Beixing Rural Ecological B&B, Chengzi B&B and Tuyuan Pubs' Club; introduced the Jiuzhang Cultural and Creative Project; organized regional tourism and culture festivals and the winter forest season; integrated tourism with e-commerce, developed special e-commerce products, and built up the regional public brand of "Tieli Sen Xian" (forest produce in Tieli) to enhance the added value and brand influence of agricultural and forestry products, and promote the transformation and upgrading of agriculture in the city.

**4. Taking multiple approaches to combat the epidemic.** After the outbreak of Covid-19, Tieli distributed tourist coupons worth RMB 1.62 million and actively nudged more visitors to rural areas. It formulated the *Detailed Implementation Rules of Nine Measures to Promote Economic Development and Benefit Enterprises and the People in Response to the Impact of the Epidemic*,

to help enterprises in difficulties and boost confidence in development. Catering to the characteristics of holiday makers, rural tourism enterprises have organized special tourism activities and promotions to benefit the people with a focus on developing the local tourism market.

## Results

Beixing Village invested RMB 2.4 million in the Beixing Rural Ecological B&B which is operated by the village collective and has 15 facilities. Chengziyu Village in Nianfeng, a Korean-ethnicity township, invested RMB 4.2 million to build and operated Chengzi B&B, with 26 facilities. There is also the Tuyuan Pets' Club, with an investment of RMB 9.45 million and 14 facilities. In particular, Chengzi B&B in Changshan Village receives nearly 15,000 tourists annually, with an annual income of RMB 1.6 million. The Pets' Club receives about 30,000 tourists every year, and with an annual income of about RMB 900,000. At the same time, catering and specialty services can boost the flow of tourists to other tourist attractions, homestay facilities and fishing villages in the township, which can increase the income by RMB 700,000. Thus the B&B economy has effectively promoted the integration of agriculture and tourism: agriculture is more efficient, farmers are richer and villages more beautiful.

In addition, an e-commerce platform was launched to sell local specialty agricultural products, which can generate an income of RMB 250,000. Through employment and entrepreneurship opportunities, local







people can increase their income by RMB 150,000. Every year, rural tourism and its derivative projects can generate an income of RMB 3.6 million, and bring in about 50,000 tourists, and provide more than 70 employment opportunities for local people.

### Experience and Inspirations

**1. Actively develop the B&B economy.** Respecting the characteristics of the countryside, making good use of rural tourism resources, cultural heritage, agricultural and sideline products, Tieli has built a number of boutique B&B projects such as Chengzi B&B, Pets' Club, and Beixing Rural Ecological B&B, developed specialty industries based on local conditions, and turned the beautiful natural environment and scenery into the biggest asset to lure tourists.

**2. Vigorously develop e-commerce.** Tieli actively develops e-commerce to sell specialty products and hires famous live-streamers to promote and sell local products. The brand awareness and reputation of "Tieli Sen Xian" continues to improve. By linking up the production, processing, sales and distribution links of tourism products and agricultural products, Tieli has produced a good momentum for mutual reinforcement between ecotourism and organic agricultural products, and boosted the added value and brand influence of its agricultural and forestry products as a whole.

### Next Steps

Tieli will continue to make good use of its good ecological environment, and follow the principle of multiple growth points and differentiated development. It will highlight market-oriented, large-scale, specialized, boutique and customized tourism projects, especially parent-child tours, sport-themed camping tours and cultural tours. It will advance the second phase of Tuyuan Pets' Club and Jiuzhang Cultural & Creative Project, and hold a series of festivals and celebrations with rural characteristics to attract tourists. In the drive to make villages more beautiful and livable, it will further tap the development potential of villages, continuously promote the integration of tourism with culture, ecological conservation and other industries, and set an exemplar of rural revitalization for the rest of the country.

# 贵州黔东南苗族侗族自治州 雷山县龙塘村： 友成企业家扶贫基金会“美好乡见” 项目助力乡村振兴



## 摘要

2018年，在国家乡村振兴局（原国家扶贫办）的领导下，由友成企业家扶贫基金会发起的整村综合发展项目“美好乡见”落地贵州省黔东南苗族侗族自治州雷山县龙塘村。项目以传承村庄传统文化及生活方式为前提，以乡村旅游为主产业，以扶持和发展集体经济、激发村民内生动力为核心，通过系统化扶持、整村推进的方式帮助龙塘地区实现全面脱贫，推进龙塘村实现乡村振兴。

## 挑战与问题

龙塘村由三个自然寨组成，共 285 户，总人口 1,280 人。作为典型苗寨，龙塘村拥有非常丰富的自然资源，保留着许多苗族传统的风俗。但交通不便、土地资源匮乏也致使龙塘村面临着产业发展难、人才流失、文化凋敝的现实困境。2014 年龙塘村被列入国家二类贫困村，全村有 100 户贫困户，共 425 人。

## 措施

**1. 创新智力支援模式。**友成企业家扶贫基金会成立驻村工作队对村庄的贫困状况、环境资源、社会文化等多方面进行深入调研分析，确立龙塘村以文旅为切入点、深度体验苗族生活方式为核心的乡村体验旅游主导产业。高端民宿“龙塘山房”作为带动产业发展的突破口，推动住宿、餐饮、活动一条龙旅游接待服务设施建设和文旅产品打造，同时促进种养殖业、农产品加工业的建设，完善第

一二三产业互补支撑结构。

**2. 创新集体经济组织模式。**重组村集体经济组织——龙之塘乡村旅游专业合作社，合作社设置了资金互助部、旅游服务部、农业产业部、统购统销部等多业务部门，友成首期投入产业发展基金、互助金融基金等种子资金 400 余万，帮助合作社建立业务模式，实现未来经营性收入、资产性收入、服务性收入等多种发展的可能，真正地赋权于村民，实现从“输血”到“自我造血”。

**3. 创新村庄环境和文化保护。**在环境治理和保护方面，友成企业家扶贫基金会通过动员组织村民志愿者参与环保事业，促使村民重新看待自己的村庄环境和生态，并且主动参与到对自家庭院进行绿化改造的工作中。在文化方面，友成帮助村民重新认识自身文化，编制完成《龙塘村志》，建设展示村庄历史传承和村民文化生活的村史博物馆，从而使村寨传统文化知识和表现形式得到了一定程度的传播和丰富，大型节日活动也变得比以往更丰富有趣和隆重，增强村民对自身文化的认同感和凝聚力。





## 成效

2018 年至 2021 年期间，项目实施为龙塘村村民及村集体带来各项创收累计超过 800 万元，龙塘村民直接分红累计达 58.59 万元；其中 2021 年龙塘村全年总计接待游客 1 万余人，村集体综合收入达到 360 余万元，年度利润达 165 万元。重点帮扶项目“龙塘山房”高端精品民宿已成为雷山县地标性建筑和黔东南州网红建筑，开业第一年为村集体带来营收近 260 万元。村内 15 家农户通过贷款支持做起了民宿、餐厅和体验工坊，经营户户均增收超过 2 万元；妇女组织的非遗手工坊实现营收超过 10 万元。在消费帮扶方面，友成帮助合作社对接企业订单实现了 300 余万元的销售收入。目前村庄已初步形成以乡村旅游为主产业的产业生态圈，具备吃住玩购一体化的旅游接待能力，并带动了种养殖业的发展。

## 经验与启示

**1. 设计科学的整村综合发展模式。**在设计发展规划时，既要需要尊重当地的风土人情，根据村庄的实际条件设计最高效、最科学的整村综合发展模式；又要使项目具备一定的可复制性，“以村促县，以县带村”，通过打造模范示范村促进当地县域综合发展，再通过县域力量辐射至更多的同类村落。

**2. 动员多方社会力量积极投入。**打造乡村振兴的长效机制，需要由政府部门引领，制定相关政策并推动落实，指导基层实践；引入企业资源，



发挥其自身的资源优势，助力乡村产业及经济发展，构建城乡间良好的互助合作关系；社会组织应当充分发挥自身的桥梁纽带作用，联动政府、企业以及其他组织，深入基层一线，开展专业的乡村发展工作。

**3. 重视乡村的可持续发展。**在乡村工作中，需要重视当地的人才培养，协助村民建立自组织，充分发挥村民的主观能动性，将村民组织起来，激活乡村的“自我造血”能力，提升社区的凝聚力。

## 下一步计划

一是推动乡村文旅产业高质量发展。坚持以村民为主体，以市场需求为导向，通过盘活乡村闲置资产打造精品民宿，挖掘村庄传统历史文化提升精品文旅内容，构建高质量的村庄民宿服务管理体系、提升村民的服务管理能力。二是推动更多乡村实现综合能力提升。友成将持续推动乡村可持续发展的软实力建设，为乡村发展提供有力的机制、人才和各项基础保障，实现其综合能力的提升。三是推动城乡社会资源合作平台建设。友成将积极动员更多社会资源，引入专业的技术和人才，与政府一起协力，为更多具有资源条件的乡村实现可持续发展提供做法经验，并为社会各界参与乡村振兴提供更多的机会和支持平台。

面对乡村振兴的大战略和共同富裕的新要求，“美好乡见”项目将以此为机遇，始终秉持激发村民内生动力、系统性解决乡村问题的思路，以文旅产业为抓手，促进乡村的可持续发展和全面振兴。

## Longtang Village, Leishan County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province:

Boosting rural revitalization through the Meet in Arcadia project



## Abstract

In 2018, under the leadership of the National Rural Revitalization Administration (formerly the Leading Group Office of Poverty Alleviation and Development of the State Council), the Meet in Arcadia project, a whole-village comprehensive development project initiated by YouChange China Social Entrepreneur Foundation (“YouChange” for short hereinafter) landed in Longtang, a village in Leishan County, Qiandongnan Miao and Dong Autonomous Prefecture of Guizhou. On the premise of inheriting the traditional culture and way of life in the village, the project focuses on developing rural tourism into the pillar industry, supporting and developing the collective economy, and stimulating the villagers’ inner drive for development. By means of systematic support and full participation of villagers, it helps Longtang emerge from poverty and promote rural revitalization.

## Challenges and Problems

Longtang consists of three natural villages, with 285 households of 1,280 people. As a typical Miao village, Longtang is rich in natural resources and preserves many traditional Miao customs. But due to poor transport conditions and the scarcity of land resources, it faces a grim reality plagued by great difficulties of developing local industries, human capital flight, and a withering culture. In 2014, Longtang was listed as a state-level Class II impoverished village, with 100 poor households of 425 persons.

## Measures

### 1. Introduce a new model of intellectual support.

The resident team of YouChange conducted in-depth research and analysis on the village's poverty status, environmental resources and social culture, and decided to develop tourism featuring a rural experience into a leading industry: making full use of its cultural and tourism resources, Longtang will allow tourists an immersive experience of the Miao people's way of life. While building the high-end homestay "Longtang Dream Land," the project team drove the development of related industries, and promote the construction of accommodation, catering, event and consumption service facilities and the development of cultural and tourism products. At the same time, plant farming, animal farming, and agricultural product processing industries are developed, so that the primary, secondary and tertiary sectors could better support and complement with each other.



### 2. Introduce a new organization model for the collective economy.

The village's collective economy organization – Longzhitang Rural Tourism Cooperative – was reorganized, and added with such business departments as the mutual fund assistance department, the tourist service department, the agricultural industry department and the centralized purchase and sales department. In the first phase, YouChange invested more than RMB 4 million in seed funds such as the industrial development fund and the mutual-assistance financial fund to help the cooperative establish its business model and diversify its source of income, including operating income, asset income and service income. It has truly empowered the villagers and brought about a shift in poverty alleviation from simply injecting help in the impoverished area to enabling the poor to help themselves.

### 3. Introduce a new way of environmental and cultural protection in the village.

In terms of environmental governance and protection, YouChange mobilizes villagers to take part in the environmental protection, and in the course inspires them to look at their village environment and ecology from a new perspective, and take the initiative to green and beautify their own courtyard. In terms of cultural advancement, YouChange allows villagers a new understanding of their own culture. It compiled the Annals of Longtang Village, and built a museum to showcase the village's history and cultural life. As a result, the village's traditional cultural knowledge and forms of expression have been disseminated and enriched to a certain extent, major festival celebrations have become more interesting and more popular than



before, and the bond among villagers and their sense of identity with their own culture are growing stronger.

## Results

From 2018 to 2021, the project generated a total income of over RMB 8 million for the villagers and the village collective, including RMB 585,900 of direct dividends distributed to the villagers. In 2021 alone, Longtang received more than 10,000 tourists in total, and the collective's comprehensive income exceeded RMB 3.6 million, and profit RMB 1.65 million. The high-end homestay "Longtang Dream Land," a key poverty relief project, has become a landmark building in Leishan County and an Internet-famous building in Qiandongnan. It brought a revenue of nearly RMB 2.6 million to the village in the first year of operation. There are 15 households in the village which have opened homestays, restaurants and DIY workshops with loans, with an income of more than RMB 20,000 each; the intangible cultural heritage handicraft workshops opened by the women's organization have realized a revenue of more than RMB 100,000. In terms of poverty alleviation through consumption of products, YouChange helped the cooperative land orders from enterprises with a sales income of more than RMB 3 million. At present, the

village has preliminarily formed an industrial ecosystem with rural tourism as the main industry, and has sound tourist reception capacity ranging from catering, accommodation, entertainment and shopping, and has driven the development of the plant farming and animal farming industries.

## Experience and Inspirations

**1. Design a scientific integrated development model for the whole village.** In development planning, Longtang respects the local customs, conditions and people, and devises the most efficient and scientific comprehensive development model for the whole village according to the actual conditions. At the same time, the development plan should be replicable to some extent, so that the development of individual villages will spur the development of the whole county, and vice versa. The development of model and demonstration villages will promote the comprehensive development of the local county, which will then radiate to more similar villages outside the county.

**2. Mobilize various social forces to make active contributions.** In order to build a long-term mechanism for rural revitalization, government departments should take the lead, formulate relevant policies, urge their



implementation and guide practices on the ground. Enterprises and their resources should be introduced, and allowed to exert their advantages and promote the development of rural industries and economy, and construct a good relationship of mutual assistance and cooperation between urban and rural areas. Social organizations should give full play to their role as bridges and ties, link up with governments, enterprises and other organizations, go to the primary level and carry out professional rural development work.

**3. Emphasize sustainable rural development.** While working in rural areas, it is important to train local talents, assist the villagers in establishing self-organizations, give full play to their initiative, organize the villagers, stimulate their ability to combat poverty and strengthen the community cohesion.

### Next Steps

**First,** promote the high-quality development of rural tourism industry. YouChange shall continue to allow the villagers play the principal role, stay oriented toward the market demand, turn idle rural residential houses into boutique homestays, dig deep into the village's history and traditional culture to upgrade the boutique cultural and tourism products, build a high-quality homestay service management system, and improve the villagers' service management ability.

**Second,** stimulate more villages to improve their comprehensive abilities. YouChange will continue to build up the soft power needed for rural sustainable development, provide a strong mechanism, talent support



and other basic services for rural development, and help villages improve their comprehensive abilities.

**Third,** promote the construction of urban-rural social resource cooperation platforms. YouChange will actively mobilize more social resources, bring in specialized technologies and professionals, and work with the government to provide best practices for more villages with resources to achieve sustainable development. It will also provide more opportunities and support platforms for all walks of society to participate in rural revitalization.

Against the backdrop of the grand initiative of rural revitalization and the new requirements for common prosperity, the Meet in Arcadia project will take the opportunity, always works to stimulate the inner drive of villagers and systematically solve rural problems, starts with the development of the cultural and tourism industry, and promote the sustainable rural development and revitalization in all respects.



# 江西赣州市于都县潭头村： 农旅融合孕育新“硒”望



## 摘要

江西省赣州市于都县潭头村以农业供给侧结构性改革为主线，整体谋划农业产业体系，立足本土优势，通过发展富硒蔬菜产业，多形式、多渠道辐射带动周边 2,800 余户农户增收致富。潭头村构建“村集体 + 旅游公司 + 村民利益”共同体，潭头村旅游公司吸收股东 162 户，精心开发经营富硒餐饮、乡村民宿、红色研学等乡村特色旅游项目，让村民端起“旅游碗”、吃上“福利饭”。潭头村乡村农业提质增效，农旅融合发展，建立利益联结机制，农民稳定增收，实现乡村振兴。



## 挑战与问题

潭头村自明初建村已七百余年，全村占地面积 2.35 平方公里，耕地面积 1,600 亩，林地面积 180 亩，辖 18 个村小组 754 户 2,899 人，全村原有建档立卡贫困户 109 户 466 人。潭头村长期贫困落后，大部分群众居住在危旧土坯房，电压低到有时连饭都煲不熟，整个村庄脏、乱、差，村里的年轻人都出门打工挣钱，村里田地荒芜，房屋凋敝。

## 措施

**1. 做强富硒农业。**潭头村依托富硒蔬菜产业，注册“五二零”农业种植专业合作社，组建梓山富硒蔬菜产业园管理服务站，强化指导、精细服务，全力助推蔬菜产业发展。引进专业团队对富硒蔬菜发展种植技术、品牌运营进行指导和运作，推出“330 丝瓜”、潭头富硒大米、富硒马蹄、富硒葡萄等优质富硒产品；狠抓产品包装和宣传，选送丝瓜、苦瓜等品种到省农科院质标所和湖北恩施国检所检测；签约落地江西供销（于都）冷链物流园，夯实富硒蔬菜发展配套设施，不断提高产品附加值和市场竞争力。



**2. 打造特色旅游。**组建潭头村旅游公司，建设游客服务中心、花海田园、观光车道、文化馆、讲演堂、特色景观绿化等，开发富硒餐饮、乡村民宿、特色农产品、智恒研学、休闲采摘、农事体验等一系列乡村特色旅游产品，成功举办中国农民丰收节江西主会场活动、顺德年夜饭等一系列活动，吸引大批游客前来观光、体验。

**3. 建设和谐村庄。**坚持乡风文明建设，树立和谐文明新风。潭头村积极弘扬和发展以孝老爱亲为核心的传统文化，通过开展党员志愿者服务队、服务日、结对帮扶活动，努力拓展社区服务内容，建立社区居家养老服务站和留守儿童之家。依托社区文化广场、社区多功能活动室广泛开展乒乓球赛、书画比赛、群众文艺晚会等形式多样、丰富多彩的文体活动，提高居民生活质量，有力促进了社区和谐。





## 成效

潭头村先后建立五大基地，流转土地共计 1,098.1 余亩，其中涉及脱贫户 48 户 69.6 亩，闲置土地得到有效利用，流转率达 67.29%。组建蔬菜专业合作社，通过“龙头企业+合作社+农户”模式，带动 385 户农户户均增收 1,300 多元；采取“固定收益+按股分红”模式，124 户农户通过合作社入股蔬菜企业，入股金额达到 30.2 万元，户均增收 2,000 多元，2017 年实现整村脱贫。

旅游惠民作用凸显，项目优势增强。村民们因地制宜办起富硒餐饮、乡村民宿，合作社实现收益 190 余万元，全村户均年收入增加 6,000 元，2019 年以来，潭头村接待游客突破 200 万人，带动周边 2,800 余户农户增收致富，2020 年村级集体经济收入近百万元。2021 年被评为全国乡村旅游重点村、江西省 4A 级乡村旅游点。

## 经验与启示

**1. 集体经济发展是重要抓手。**农村经济基础、地理位置、资源条件千差万别，发展壮大村级集体经济不可能一个模式、一蹴而就。潭头村从村情实际出发，以市场为导向，因地制宜，充分挖掘自身的区位优势、资源优势、环境优势，打优势牌，唱拿手戏，不断探索丰富集体经济有效实现形式，并做到了咬定目标、持之以恒干到底。

**2. 成果共享是动力源泉。**党和国家领导人民建设社会主义，出发点和落脚点都是为了人民利益。潭头村党组织和党员始终不忘初心，坚持发展



成果全民共享的原则，让全体村民看到奔头、尝到甜头、得到实惠，充分享受到发展带来的丰硕成果，成功赢得了村民的信任和支持，凝聚起脱贫攻坚的强大合力。

## 下一步计划

一是抓致富带头人培育。乡村振兴关键在人才。从创业能人、致富能手中发现苗子，解决人才引领问题。二是因地制宜，选准产业。发挥潭头村的“比较优势”（土地平整集中连片、土壤富硒、距离县城近、交通条件好），将蔬菜作为“致富产业”来抓，通过龙头示范与利益链接机制保障农户的收入。三是组建“富硒农业+旅游”的合作社，开发富硒水稻、果蔬，办富硒食堂、创故事讲堂，办集体民宿，开发红色研学路线等，打造红色旅游名村。

# Tantou Village, Yudu County, Ganzhou City, Jiangxi Province:

Promoting integrated development of selenium-rich  
agriculture and tourism



## Abstract

Tantou, a village in the county of Yudu, Ganzhou City, Jiangxi Province, focuses on the structural reform of the agricultural supply side, plans the agricultural industrial system as a whole, bases on the local advantages, and develops the selenium-rich vegetable industry. It has increased the income of more than 2,800 rural households in various forms and via various channels. It has formed a community consisting of the village collective, the tourism company and villagers. The village's tourism company has 162 shareholders, and develops and sells selenium-rich foods and beverages, B&B services, study tours themed on the revolutionary history and other rural tourism products, bringing benefits to the villagers through tourism. As a result, the quality and efficiency of agriculture are enhanced, the integrated development of agriculture and tourism is promoted, an interest-link mechanism established, and farmers' income has increased steadily, contributing to rural revitalization.



## Challenges and Problems

The history of Tantou Village could be traced back to the early Ming Dynasty, more than 700 years ago. It covers a land of 2.35 square kilometers, including 1,600 *mu* of cultivated land and 180 *mu* of forestland. Within its jurisdiction are 754 households of 2,899 people, divided into 18 villager groups, and 109 households of 466 people were registered as impoverished. It had been poor and backward for a long time. Most of the people lived in dangerous old adobe houses. The voltage was so low that sometimes even the electric cooker couldn't work normally. The environment was dirty and messy. The young had left for urban areas to earn money, and the fields were left barren and houses abandoned.

## Measures

**1. Developing selenium-rich agriculture.** Relying on the selenium-rich vegetable industry, Tantou has registered the “520” farming cooperative, established the management service station of Zishan Selenium-rich Vegetable Industrial Park, strengthened guidance and improved services, to promote the development of the vegetable industry. It invited professional teams to teach

farmers how to grow selenium-rich vegetables and operate the brand. It has launched such high-quality selenium-rich products as the “330 Sponge Gourd,” and selenium-rich rice, water chestnuts and grapes. It made a lot of input into product packaging and marketing, and selected high-quality sponge gourds and bitter melons and sent them to the Institute Quality Standard and Testing Technology, Jiangxi Academy of Agricultural Sciences and National Inspection Institute in Enshi, Hubei Province. It has signed the contract on building the Jiangxi Cold-Chain Logistics Park for Supply and Marketing (Yudu), consolidated the supporting facilities for growing selenium-rich vegetables, and continuously increased the added value of products and enhanced their market competitiveness.

**2. Developing specialty tourism.** The village has formed a tourism company, and built the tourist service center, flower fields, sightseeing lanes, cultural center, lecture hall, and thematic landscape. It has developed a series of tourism products with rural characteristics, such as selenium-rich foods, B&Bs, specialty agricultural products, study tours, leisure & picking activities, and farming experience. It was the main venue in Jiangxi for the Chinese Farmers' Harvest Festival and hosted the Shunde-style New Year's Eve dinner, attracting a large number of tourists.



**3. Building a harmonious village.** Tantou Village has worked to raise social etiquette and civility and foster a harmonious and civilized atmosphere. It actively advocates the traditional culture centered on filial piety and respect for the elderly, and strives to diversify community services by organizing volunteer service teams of Party members, designating the volunteer service days and pairing the volunteers with the needy. It works hard to diversify community services. It has opened the home-based old-age service station and a home for left-behind children. At the cultural square and multi-functional activity rooms, it has organized various cultural and sports activities such as table tennis competitions, calligraphy and painting competitions, and galas, improving the quality of life of residents, and effectively promoting community harmony.

## Results

It has built five major bases, and circulated a total of 1,098.1 *mu* of land, including 69.6 *mu* from 48 households that have been lifted out of poverty, with the land circulation rate of 67.29%. The idle land has been put into good use. A specialized vegetable cooperative is also set up. Under the model that brings together leading enterprises, the cooperative and farmers, 385 households have transferred their land use right and increased the income by more than RMB 1,300 each. Under the model of “fixed income plus dividend by shares,” 124 households have invested in vegetable enterprises through the cooperative, with a total investment amount of RMB 302,000, and thus increased their income by over RMB



2,000 each. The whole village was lifted out of poverty in 2017.

Tourism has brought prominent benefits to the people, and the advantages of tourism projects are heightened. The villagers have engaged in the provision of selenium-rich foods and B&B services based on local conditions, and the cooperative has realized an income of over RMB 1.9 million and an additional more than RMB 13 million, and the average annual household income has increased by RMB 6,000. Since May 20, 2019, Tantou Village has received more than 2 million tourists, increasing the income of more than 2,800 households in and near it. The village-level collective income reached nearly one million yuan in 2020. In 2021, Tantou was rated as a national key tourism village and a provincial AAAA rural tourist attraction.



## Experience and Inspirations

**1. Develop the collective economy.** The economic foundation, geographical location, resources vary from

village to village. Therefore there is no one-size-fits-all solution for developing the collective economy in different villages. Proceeding from its reality, Tantou Village stays market-oriented, takes the local conditions into account, fully exploits its own advantages in location, resources and environment, and constantly explores effective ways to diversify the collective economy. After the goal was set, it has been working persistently toward it.

## 2. Share the development results with the villagers.

The reason and the purpose for the Party and the state to lead the people in building socialism are both for the interests of the people. Tantou's Party organizations and members have always been mindful of their original aspiration and adhered to the principle of sharing the fruits of development with the people, so that the villagers can see the future and enjoy the benefits brought about by development. In this way, they have won the trust and support of the villagers, forming a strong synergy in fighting poverty.

## Next Steps

**1. Cultivate poverty alleviation models.** Talent is the key to rural revitalization. Tantou Village shall select proper candidates from the entrepreneurs and poverty alleviation models, and solve the problem with the leading role of talents.

**2. Develop industries that are suitable for local conditions.** Tantou shall give full play to its comparative advantages (a contiguous vast area of leveled land, soil rich in selenium (average content: 0.45 mg/kg), proximity



to the county seat, and good transport conditions), and grow vegetables as a major source of income. It shall guarantee farmers' income through the demonstration effect of leading companies and the interest-link mechanism.

**3. Set up a selenium-rich agriculture plus tourism cooperative.** Specifically it shall grow selenium-rich rice, fruits and vegetables, run a dining hall offering selenium-rich foods, a lecture hall, and collective B&Bs, develop study tours themed on the revolutionary history, and make itself a famous tourism village themed on CPC heritage.





# 甘肃天水市秦州区孙集村： 发挥景区带动效应 助力多片区全面发展



## 摘要

甘肃省天水市青鹃山国家 4A 级旅游景区以“丝路天水·漫享青鹃”为主题，融合当地丰富的山、水、林、草、温泉等优质资源，通过各产业的多次链接，将多种产业串联在一起，互相促进，多产业融合深入健康发展。青鹃山景区带动周边农民种养殖专业合作社、手工作坊、农业经营、农家乐等产业发展，走出了一条旅游振兴乡村的道路。



## 挑战与问题

孙集村受地理环境、经济、技术等因素制约，农业以小麦、玉米、洋芋等低附加值农作物为主，产品市场竞争力不强，且受到气候因素制约。当地的农业种植人群多为 50 岁以上的留村老年人群，种植技术落后，还依靠着传统设备和经验。当地虽然有着丰富的林、草、水、温泉、康养、传统历史文化等资源，但是没有专业团队去规划开发运营，也没有政策、资金的支持，当地经济发展受到极大制约。

## 措施

**1. 科学规划。**甘肃青鹃山文化旅游发展有限公司依托当地资源和优势产业，委托西安建筑科技大学建筑设计研究院编制了《天水青鹃山旅游景区建设规划》，将青鹃山旅游景区总体规划为“一带三轴多片区”的空间结构（一带即生态农业景观带；三轴即园区发展轴、旅游观光轴和现代农业轴；多片区即规划形成九个功能片区），为景区未来发展做出了精准定位，明确了发展方向。

**2. 创新机制。**结合农村“三变”政策，以孙集村为中心，辐射周边多个乡镇和自然村，以农村集体经济组织入股联营，或以土地流转等方式实施项目建设，有力的促进了当地农村一二三产业融合

发展。公司创建的“企业 + 基地 + 农户”发展模式，实现了农村“三产接二产，二产连一产、一产融三产”的循环产业发展模式。

**3. 提升基建。**目前硬化道路 8 公里，安装路灯 500 余盏，建成及修缮住房 97 套，栽植绿化树木 20 万余株，改善耕地 1,000 余亩。在村子周边沼泽地上修建 1 号、2 号、3 号降水池，即用于蓄水浇灌，又改善当地气候环境，使村内道路绿化美化，整洁干净。公司协调并建成电力、水利、天然气、污水处理、电信网络等配套设施全覆盖。孙集村及周边村镇环境彻底改变，孙集村已建设成天蓝、水清、山绿的美丽乡村。

**4. 体旅融合。**青鹃山旅游景区自发展以来陆续建成了青鹃山滑雪场、青鹃湖、攀岩、丛林穿越等一大批旅游休闲体验项目，从户外休闲体育运动、新农村建设、文化旅游项目开发、农业观光四大片区着手，以体育健身娱乐和体育休闲旅游为



主要载体，对当地丰富的林、草、水、温泉、康养等资源进行合理开发并保护，融合多种产业共同发展，打造新型的集特色旅游、体育健身、生态养生、休闲农业为一体的四季游乐体验型健身基地。

## 成效

随着景区的高质量发展，增加长期就业岗位 500 多个，短期就业岗位 1,000 多个，采取脱贫户、零就业家庭优先就业，就业者每年新增收入在 20,000 元以上；公司与当地村委会签订合作协议，公司每年将收入的 5% 给予村委会，用于村上扶贫工作；带动周边农民种养殖专业合作社 10 家，手工作坊 20 家，农业经营企业 8 家，农家乐 20 家，有力地实现了农民增收和农业增效，帮扶脱贫社会效益和经济效益显著。

## 经验与启示

**1. 整合资源。**景区坚持整合旅游资源，夯实旅游基础设施，不断完善游、娱、购、吃、住要素，为游客提供休闲舒适的旅游环境。公司盘活当地丰富的旅游资源，结合当地特色，通过举办各类“旅游+ 休闲+ 体育”活动吸引游客，大力发展生态康养、农业观光、果蔬采摘、休闲娱乐、农耕文化、民俗体验等乡村旅游项目，形成旅游产业“一条龙”模式。

**2. 挖掘文化。**景区坚持尊重自然、弘扬历史、传承文化的发展理念，围绕文化之魂完善旅游



要素，不断发掘当地历史文化和民俗风情，展示天水文化的独特魅力，体验非物质文化遗产的神韵，回味当地黑社火、小曲的韵味，赵氏泥人、伏羲古茶、关峡竹编、古槐冻醋等别具特色的非物质文化遗产得到传承和弘扬。

## 下一步计划

**一是夯实服务质量基础。**不断推进旅游行业的标准化建设，切实维护旅游者的合法权益，进一步提高景区旅游服务的标准化、规范化水平。建立健全的质量信息收集、汇报、处理和反馈机制，加强对服务质量的检查、评估和改进，通过多种渠道收集游客对旅游产品和服务的意见，认真总结，发现问题并及时改进。

**二是强化景区旅游安全。**景区严格落实各项安全责任，建立健全安全管理制度，制定完善突发事件应急预案，职责明确、程序清晰。严格落实疫情防控制度，与当地公安派出所建立联防联控机制，建立医务室，与当地卫生院建立紧急医疗救援体系，保证遇到重大疾病和意外伤害时，能够得到及时有效的救助。

**三是大力推广智慧旅游。**结合先进的信息技术、网络技术和大数据、云平台，大力推广智慧旅游，实现旅游资源和社会资源共享，以提升旅游服务，改善旅游体验，创新旅游管理，为游客提供更方便，更安全，高品质，高满意度的旅游服务。





## Sunji Village, Qinzhou District, Tianshui City, Gansu Province:

Giving full play to the driving effect of Qingjuan Mountain scenic area in the comprehensive development of several nearby areas



## Abstract

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Qingjuan Mountain Scenic Area, a national AAAA tourist attraction in Tianshui, Gansu, under the theme of “Roaming in Qingjuan Mountain, Tianshui, a stop on the ancient Silk Road,” integrates local advantageous resources including mountains, waters, forests, grassland, and hot springs, and links various industries to allow them to reinforce each other, and facilitate their deep and healthy integrated development. The Qingjuan Mountain Scenic Area has stimulated the development of such industries as plant farming and animal farming cooperatives, handicraft workshops, agricultural enterprises, and agritainments in the surrounding areas, and found a path of rural revitalization through tourism.



## Challenges and Problems

Restricted by its geographical environment, economic and technology factors, agriculture in the village of Sunji is dominated by the cultivation of low value-added crops such as wheat, corn and potatoes, the products are not competitive, and the output depends on the climatic conditions. Moreover, most of the farmers in the village are locals over 50 years old who rely on traditional equipment and experience, and the planting method is backward. Although there are abundant resources such as forests, grassland, waters, hot springs, making it a suitable place for health preservation, in addition to its long history and rich cultural heritage, there is no professional team to plan their development and operations, nor is there any policy or fund support. Local economic development is thus greatly hindered.

## Measures

**1. Science-based planning.** Based on local resources and advantageous industries, Gansu Qingjuan Mountain Culture and Tourism Development Co., Ltd. commissioned the Architectural Design and Research Institute of Xi'an University of Architecture and Technology to prepare the Development Plan for the Qingjuan Mountain Scenic Area in Tianshui. This master plan divides the scenic area into one belt (the ecological agriculture landscape belt), three axes (the park development axis, the sightseeing axis and the modern agriculture axis) and nine functional zones, correctly

positions the scenic area and clarifies the direction of its future development.

**2. A new mechanism.** Following the policy of “converting resources into equity, cash into stock and farmers into shareholders” in rural areas, Sunji, with it at the center, and many nearby towns and natural villages, have invested in and jointly run the scenic area in the form of rural collective economic organizations or launched development projects via land circulation. This has effectively promoted the integrated development of local primary, secondary and tertiary industries. The development model that involves enterprises, bases and rural households established by Gansu Qingjuan Mountain Culture and Tourism Development Co., Ltd. has realized the circular development of interconnected and integrated primary, secondary and tertiary industries.

**3. Infrastructure upgrade.** So far, 8 kilometers of roads have been hardened, more than 500 streetlights installed, 97 houses built and repaired, more than 200,000 trees planted, and more than 1,000 *mu* of arable land





improved. Three catchment, named No.1, 2 and 3, have been built on the swamps around the village. They are used for water storage and irrigating, and improve the local climate and environment, the appearance of the village. The roads in the village are greener, cleaner and more eye-appealing. Through coordination, the company has built supporting facilities such as electric power, water conservancy, natural gas, sewage treatment and telecommunication network that cover the whole village. Sunji and nearby villages and towns have seen complete change in the environment. Sunji is now a beautiful village with blue sky, clear water and lush mountains.

**4. Integration of sports and tourism.** Since its opening, the Qingjuan Mountain Scenic Area has successively launched many leisure experience projects such as Qingjuan Mountain Ski Field, Qingjuan Lake, rock climbing and jungle trekking. It has set up four functional zones dedicated to outdoor leisure sports, new-countryside development, cultural and tourism project development, and agritourism, respectively. With the main vehicles of sports and fitness entertainment activities and leisure sports activities, it develops as appropriate and protects local forests, grassland, waters, hot springs, and health-preservation resources, and integrates various industries for common development. It hopes to build a new-type four-season recreational fitness experience base that offers such services as specialty tours, sports & fitness, wellness, and leisure agriculture.

## Results

With the high-quality development of the scenic area, it has created more than 500 long-term jobs and 1,000

short-term jobs, and increased the income of employees by more than RMB 20,000 a year. Priority is given to households that have been lifted out of poverty and zero-employment households in recruitment. According to the cooperation agreement signed with the local villagers' committee, the company hands 5% of its income to the villagers' committee every year for poverty alleviation. It has formed partnership with 10 specialized farmers' cooperatives, 20 handicrafts workshops, 8 agricultural enterprises and 20 agritainments, and has strongly boosted farmers' income and agricultural output and produced social and economic benefits of poverty alleviation.

## Experience and Inspirations

**1. Integration of resources.** The scenic area adheres to the integration of tourism resources, improves tourist infrastructure and tourist services such as sightseeing, entertainment, shopping, catering and accommodation, and provides a relaxing, comfortable tourist environment. The company effectively utilizes rich local tourism resources, and organizes various activities according to local characteristics. It attracts a large number of tourists by combining tourism with leisure and sports, vigorously develops tourism projects such as wellness tours, agritourism, fruit and vegetable picking, leisure & entertainment activities, farming and folk customs experience, and forms the industry model of one-stop tourist services.

**2. Culture mining.** The scenic area adheres to the development concept of respecting nature, carrying forward local history and inheriting cultural heritage,





improves tourism elements based on the quintessence of local culture, and keeps mining local history, cultural heritage and folk customs, to build a unique brand of rural culture and tourism, and show the unique charm of Tianshui culture. Here the visitors can experience the charm of intangible cultural heritage, such as the nighttime *shehuo* performance (a local traditional carnival festival), Qinzhou Xiaoqu (a folk music in Qinzhou), Zhao's clay figurines, Fuxi tea, bamboo weaving of Guanxia Village, and frozen vinegar of Guhuai – all have been inherited and promoted.

### Next Steps

**First,** consolidate the service quality foundation. It will continue to promote the standardization of the tourist services, earnestly enforce the industry standards, safeguard the lawful rights of tourists, and further improve the standardization and regulation of tourist services in the scenic area. It will establish a sound mechanism to collect, report, handle and provide feedback on information about the service quality, step up to inspect, assess and improve the services, collect tourists' opinions on products and services through various channels, summarize the experience and lessons, and identify and correct problems in a timely manner.

**Second,** protect the safety of tourists. The scenic area shall strictly implement various safety responsibilities, establish a sound safety management system, put in place the safety inspection and patrol system, and formulate a sound emergency response plan, with clearly-defined responsibilities and procedures. It will strictly implement



the requirements for epidemic prevention and control, and guard against inbound cases and local outbreak of Covid-19. It will establish a joint prevention and control mechanism with local police stations, set up an infirmary, and jointly establish an emergency medical service system with local health center, to ensure timely and effective medical assistance in case of major diseases and accidental injuries.

**Third,** vigorously promote intelligent tourism. It will employ advanced information technology, network technology, big data and cloud platforms, adopt new perspectives and ideas of development, and vigorously promote intelligent tourism including online reservation and virtual tours. By sharing tourism resources and social resources, it will improve tourist services and the tourist experience, reform tourism management, optimize tourism resources, and provide tourists with more convenient, safer, better tourism services to their greater satisfaction.



# 海南白沙黎族自治县： 阿罗多甘共享农庄科技农旅融合 打造现代生态农业



## 摘要

海南阿罗多甘共享农庄由海南家园生态农业综合开发有限公司投资，英国罗素集团及山东潍坊科技学院提供现代化农业技术合作参与共同建设。项目占地总规模约为 4,678 亩，总投资约 6 亿元，截至目前项目投资已超过 2.3 亿元。项目打造现代生态农业主题，充分利用田园景观、当地民族风情和乡土文化，农旅融合，利用当地闲置土地和闲散劳动力，大力发展热带高效农业、乡村民宿、民俗旅游、红色旅游和农事体验，把土地作为股本金，把农民做股民，利用公司的资源优势，把农产品变为期货，农创增收，打造具有海南特色共享农庄。

## 挑战与问题

白沙县的自然资源和独特民俗文化为阿罗多甘共享农庄项目的开发提供了得天独厚的资源，但机遇与挑战并存。作为曾经的国家深度贫困县，白沙县当地产业基础和配套设施薄弱；作为生态核心区，森林覆盖率 83.47%，生态红线占 60% 以上，发展产业受限。如何合理合规的利用农村闲置的土地，调整农村产业结构，加快农村产业发展，增加居民的收入，改善居民的生活环境和生活质量都是项目发展要面对的问题。

## 措施

**1. 发展特色生态农业。**以合作共享的模式将周边闲置的土地进行整合，建设以生态农业为基础，采用现代化农业生产模式，以市场为导向，以科学技术作支撑，以经济利益和社会效益并重为中心，高产、高效、低耗、无污染绿色的果蔬种植示

范园区。加快农业技术水平和农民科技意识的提高与转型升级，实现农业生产与农民收入持续稳定增长，同时为当地居民提供绿色健康的蔬菜，满足当地居民的基本民生需求。

**2. 促进科技进步和创新。**结合海南省自贸港热带高效农业战略发展规划，依托阿罗多甘现代农业研究院、家园生态产学研合作基地和山东潍坊科技学院（海南）育种基地、“人工智能+ 绿色防控”创新实验室，联合国内外多所高等院校、科研院所及创新型科技型企业开展跨学科集成应用技术研究，力争达到国内绿色防控技术应用的领先水平。

**3. 发掘黎族文化底蕴。**以“绿水青山就是金山银山”为发展理念，围绕《海南省人民政府关于以发展共享农庄为抓手建设美丽乡村的指导意见》，充分利用当地良好的自然地理条件、独特的民族风情和乡土文化，与周边旅游产品形成差异化互补，创意打造以“旅游+”“美丽乡村+”为引领的乡村旅游休闲综合体。







## 成效

2019年3月阿罗多甘通过海南共享农庄第一批创建试点单位验收。项目紧密围绕国家乡村振兴战略，帮扶工作涉及产业帮扶、就业帮扶、智力帮扶、教育帮扶、医疗帮扶、捐赠帮扶、商贸帮扶、公益帮扶八大领域，社会公益及帮扶投入超过1,200余万，项目覆盖周边7个自然村，村民404户，1,913人，其中建档立卡脱贫户216户，849人，实现为乡村增美、为农业增效、为农民增收的目标。项目辐射白沙县8个乡镇、2,600余户、9,000余人，带动效果显著。

## 经验与启示

**1. 推进产业融合发展。**共享农庄在保护当地生态的基础上，将农业与旅游等产业深度结合，延长农业产业链、价值链，推动一二三产业融合发展，有效提升产业发展的综合效益，成为乡村振兴的重要载体。

**2. 推进农业绿色高效发展。**采用现代农业生产模式，加大科技兴农力度，调整和优化农业产业结构，推进化肥农药减量增效，推广农作物病虫害绿色防控产品和技术，进行热带高效农业综合开发，通过项目的建设将农业的产前、产中、产后各环节联结成完整的产业链条，进行产业化经营，实现农业生产与农民收入持续稳定增长。

**3. 打造多元化生态旅游模式。**白沙县拥有得天独厚的生态环境、原生态的少数民族风情和少数



民族传统生活习俗，统筹规划、因地制宜、大力发展生态旅游，对加快白沙地区发展、保护生态环境、增进民族团结，全面实施乡村振兴具有十分重要的意义。

## 下一步计划

一是加大农业高科技技术的应用。调整和优化传统农业生产技术，将农业的产前、产中、产后各环节结成完整的产业链条，进行生态农业综合开发，实现高效农业与生态农业“双轮驱动”。加快农业技术水平和农民科技意识的提高与转型升级，实现农业生产与农民收入持续稳定增长。二是加快共享农庄建设。“十四五”期间，将阿罗多甘共享农庄打造成海南西线旅游的目的地、白沙全域旅游的集散地、海南共享农庄体验示范区和那什旅游走廊的核心节点，以旅游带动当地经济的发展，为当地居民提供生态宜居的生活环境。

## Baisha Li Autonomous County, Hainan Province:

Aluo Duogan Shared Farm empowering  
ecological farming with technology and  
agriculture–tourism integration



## Abstract

Aluo Duogan Shared Farm is invested by Hainan BFFF Agriculture Co., Ltd., in modern agricultural technology cooperation with the Russell Group in the UK and Weifang University of Technology in Shandong. The project covers a total area of 4,678 *mu*, with a total investment of RMB 600 million – so far, more than RMB 230 million has been secured. It is a shared farm with Hainan characteristics, themed on ecological agricultural. It makes full use of the pastoral landscape, local ethnic customs and culture, combines agriculture with tourism, and puts local idle land and labor force into good use. It vigorously develops high-efficiency tropical farming, rural homestays, folk-customs tours, CPC heritage tours and farming experiential tours. Farmers invest in the shared farm with their land use right. Leveraging its own resources, Hainan BFFF Agriculture Co., Ltd. trades agricultural commodity futures to increase farmers' income.



### Challenges and Problems

Baisha's natural environment and folk customs and culture provide unique resources for the development of the shared farm. But both opportunities and challenges exist. Once a state-level severely-impovertised county, Baisha has a weak industrial foundation and inadequate supporting facilities. It is an ecological core area, with the forest coverage rate of 83.47%, but over 60% of it is restricted from development imposed by the ecological red line. For greater development, the shared farm needs to consider how to put the idle land in the countryside to better use and in accordance with law, adjust the rural industrial structure, speed up the development of rural industries, increase the income of rural residents, and improve the rural living environment and quality of life.

### Measures

**1. Develop ecological farming with local characteristics.** Through cooperation and benefits sharing, it consolidates the idle land around the project site and builds a high-output, high-efficiency, energy-efficient, zero-pollution demonstration zone for fruit/vegetable planting based on ecological farming. The demonstration zone adopts modern agricultural production model, is market-oriented, and empowered by technology, and attaches equal importance to economic and social benefits. It moves faster to raise farmers' awareness and skills of applying technologies to farming, and has seen sustained and steady growth in agricultural production and farmers' income. It supplies local residents with green

and healthy vegetables, and meets their basic needs.

**2. Promote local technological progress and innovation.** In accordance with the strategic development plan for high-efficiency tropical agriculture in Hainan Free Trade Port, and via the Aluo Duogan Agriculture Institute, Hainan BFFF Agriculture's Base for Industry-University-Research Institute Cooperation, the Breeding Base (Hainan) of Weifang University of Science and Technology, and the innovation lab featuring "AI plus green prevention and control of pests and diseases," the shared farm exchanges and cooperates with a number of universities, research institutes and tech enterprises at home and abroad on collaborative innovation, especially on interdisciplinary research on integrated application technologies, with an attempt to lead China in the application of green prevention and control technologies.

**3. Explore the cultural heritage of the Li ethnic group.** Following the guidance of the development concept that "lucid waters and lush mountains are invaluable assets," and the *Guidelines of the People's Government of Hainan Province on Building a Beautiful Countryside by Developing Shared Farms*, it makes full use of the good local natural and geographical conditions, unique ethnic customs and culture, and has developed differentiated tourism products from nearby areas, and built a rural tourism and leisure complex driven by the Tourism+ and Beautiful Countryside+ initiatives.

### Results

In March 2019, Aluo Duogan passed the acceptance inspection of the first batch of pilot shared farms in





Hainan. In line with the national rural revitalization strategy, the project provides assistance to the fight against poverty by eight means: developing local industries, promoting employment, providing intellectual support, developing local education, providing medical services, making donations, promoting trade, and organizing volunteer services. It has invested more than RMB 12 million in charitable and poverty alleviation undertakings. The project covers seven surrounding natural villages, with 404 households of 1,913 people, including 216 households of 849 people who used to be registered as poor and have emerged from poverty. It has achieved the goal of improving the rural environment, and increasing agricultural efficiency and farmers' income. The project has directly and indirectly boosted the development of 8 townships in Baisha, benefiting more than 2,600 households of 9,000 people.

## Experience and Inspirations

**1. Promote the integrated development of industries.** On the basis of ecological conservation, the shared farm deeply integrates agriculture with tourism and other industries, extends the industrial and value chains of agriculture, promotes the integrated development of primary, secondary and tertiary industries, and effectively improves the comprehensive benefits of industrial development. It will surely become an important vehicle of rural revitalization.

**2. Promote the green and efficient development of agriculture.** It adopts a modern agricultural production model, steps up efforts to empower agriculture with technology, adjusts and optimizes the industrial structure of agriculture. It promotes practices of using less chemical fertilizers and pesticides for greater effects, and green products and technologies for the prevention and control of crop diseases and pests. It comprehensively develops high-efficiency tropical agriculture, links the whole agricultural production chain, including before, during and after production through project development, and realizes sustained, steady growth in agricultural production and farmers' income through industrialized operations.

**3. Build an ecotourism diversification model.**



Baisha has a unique ecological environment, ethnic-minority customs and way of life, a good geographical environment, as well as a great variety of specialty food, richly endowed with ecotourism resources. Therefore, developing ecotourism in a coordinated manner and based on local conditions is of great significance to accelerate the development of Baisha area, protect the ecological environment, strengthen national solidarity, and advance rural revitalization in all respects.

## Next Steps

**First,** promote the use of high technology in agriculture. It will adjust and upgrade traditional agricultural technologies, integrate all links of agricultural production into a complete industrial chain, comprehensively develop ecological agriculture, and cultivate the “two-wheel drive” of high-efficiency agriculture and ecological agriculture. It will move faster to raise farmers' awareness and skills of applying technology to agriculture, and achieve sustained and steady growth in agricultural production and farmers' income.

**Second,** accelerate the development of shared farms. During the 14<sup>th</sup> Five-Year Plan period (2021-2025), the Aluo Duogan Shared Farm will strive to build itself into a tourist destination along the western route of Hainan, a tourist distribution center in Baisha, a core node of the Hainan Shared Farm Demonstration Area and the Bangshi Tourist Corridor, drive the development of local economy with tourism and provide local residents with an eco-friendly, livable environment.

## 河南信阳市新县墨河村： 墨乡栗社项目焕发乡村产业新生机



### 摘要

河南省信阳市新县墨河村依托地域特色资源，以文化、旅游、农产协同为目标，由政府、企业和高校三方合作创建“墨乡栗社”项目，将乡村闲置院落更新改造为乡村客厅，发挥乡村展览、乡村研学、游客接待、产品售卖等功能，串联墨河村餐饮、民宿和产品加工业，服务乡村旅游发展。该项目在解决村民就业、吸引年轻村民返乡、触发相关产业、促进个体户增收、带动游客增长等方面效果显著，为墨河村发展乡村旅游和招商引资带来机遇。



## 挑战与问题

墨河村位于大别山腹地，具有独特的自然、文化资源，属特色保护类村庄。墨河村在籍人口1,179人，常住人口不到一半，乡村空心化导致了村内自然、文化资源的没落。随着农村青壮年劳动力向城市的转移，越来越多宅基地被闲置，土地资源浪费；传统产业结构单一并逐渐衰退，以板栗产业为例，当地原本盛产板栗，却由于储存、加工技术等问题，导致板栗销售面临困境，致使许多村民选择放弃传统产业运营。墨河峡谷景区和大别山红色文化资源特色鲜明，但由于整合力度较弱，没有达到足够的影响力。

## 措施

**1. 确立定位。**本项目由政府、运营方和高校三方合作展开，新县人民政府牵头，北京交通大学建筑与艺术学院、安徽农业大学林学与园林学院、信阳美栗山居文化旅游有限公司、苏河镇墨河村民委员会协力完成。项目实施过程以乡村闲置空间改造为主线，打造集文化展陈、休闲吧馆、会议洽谈、创客讲堂等为一体的多功能休闲服务空间，助力乡村旅游发展。

**2. 设计方案。**项目整体旨在以小环境呼应大环境，立足地域资源优势，以板栗文化展示形成乡村客厅核心功能，打造独属于墨河乡村的板栗社区，串联墨河其他景点，服务整条旅游线路。室内展览空间分别以大别山水育墨河、墨河大湾村落风

情、墨河大湾板栗产业为主题进行展开，同时利用建筑夹层空间，打造休闲区域。庭院设计部分以保留原生态为主旨，围绕庭院桂花树营造“桂花树下休闲空间”，同时延伸建筑空间，增加连廊，既缓解了院内红砖房与夯土房立面的冲突，也打破了室内外的严格界限。

**3. 运营项目。**项目由信阳美栗山居文化旅游有限公司运营，村民协助管理，预期投资运营两年内收回本金。乡村客厅通过营销、售卖板栗等特色产品，将盈利分红给当地个体户村民；空间通过乡村研学、乡村展览等事件营销，带动游客增长和招商引资，促进墨河村集体经济增长。

## 成效

墨乡栗社项目促进了在地村民生活条件的改善。本地村民参与到建设与运营环节，解决了部分就业问题，同时带动年轻村民返乡。乡村客厅线下







资源整合，促进周边餐饮、民宿、手工加工等个体增收；线上以多渠道宣传的方式，将墨河村自然、文化、产业资源向外推广，扩大乡村影响力，为发展乡村旅游提供有力支持。2020 年墨河村民人均收入 17,985 元，集体收入 12 万，2021 年村民人均收入 19,734，集体收入 15 万。

### 经验与启示

- 1. **融合发展。**乡村振兴项目需要充分结合当地村庄、县域规划，与政府和村民达成发展共识；以村民为核心，促进村庄集体收入和村民个体收入；项目与当地现有农业、手工业、服务业等形成共同盈利的乡村生活共同体。
- 2. **整合资源。**多资源整合是乡村振兴的基础，也是重要挑战。乡村旅游不仅需要开发旅游景区，更重要的是餐饮、住宿、基础农业等资源的整合。同时需要挖掘乡村特色旅游资源，以独特性吸引游客。
- 3. **激活闲置空间。**对于同样存在闲置空间的

乡村，以更新改造乡村闲置空间为依托，整合乡村资源，打造乡村展览、乡村研学、游客接待、产品售卖等功能空间，改善乡村基础设施，完善乡村配套服务。

### 下一步计划

未来继续推广多元共治理念，地方政府引导，整合社会团体和高校力量，建立起良性机制。一是持续关注乡村闲置空间的转型利用，通过协力合作，提升乡村内生动力。二是引导村民关注乡村环境，满足当地真实诉求。三是继续融汇新县地域各类资源，完善信息和传播平台，为乡民返乡、在地发展和文旅共创提供保障机制。

# Mohe Village, Xinxian County, Xinyang City, Henan Province:

The Moxiang Lishe project injecting new vitality into rural industries



## Abstract

Mohe is a village in Xinxian County, Xinyang of Henan Province. Based on local unique resources and aimed at the collaborative development of culture, tourism and agricultural production, the Moxiang Lishe project is jointly launched by the government, enterprises and universities, to transform idle rural courtyards into “living rooms” for hosting exhibitions, study tours, receiving tourists and selling products. It will string together the catering, homestay and product processing industries in the village and serve tourism development. The project has achieved remarkable results in promoting the employment of villagers, attracting young migrant workers to return to the village, stimulating the development of related industries, and increasing the income of self-employed households and the flow of tourists, and brought opportunities for tourism development and investment attraction in Mohe.

## Challenges and Problems

Mohe is located in the hinterland of Dabie Mountains, and boasts unique natural and cultural resources, under protection for its characteristics. Its registered population is 1,179, but the permanent population is less than half of that. As the population decreases, more land is wasted. The hollowing out of the village leads to the decline of its natural and cultural resources. As the young and middle-aged are moving to cities, more and more residential land is abandoned and land resources are wasted. The traditional industrial structure is undiversified and gradually declining. Take the chestnut industry as an example. Mohe used to be a big chestnut producer, but due to storage and processing problems, the sale of chestnuts slumped, forcing many villagers away from the traditional industrial operation. The canyon scenic area of Mohe and the CPC heritage of Dabie Mountains have distinct characteristics, but lack influence without effective integration of resources.

## Measures

**1. Positioning.** This project is jointly carried out by the government, the operator and participating universities: the People's Government of Xinxian County is the lead unit, with support from the School of Architecture and Design of Beijing Jiaotong University, School of Forestry & Landscape Architecture of Anhui Agricultural University, Xinyang Meili Shanju Culture & Tourism Co., Ltd. and Mohe Villagers' Committee of Suhe Town. The implementation of the project focused

on the renovation of idle rural space, and solved problems such as no one to utilize idle space, tap the rich resources or run the businesses transformed, to serve tourists and residents living in nearby homestays. The idle rural space is reconstructed into a multi-functional leisure service space with such functions as cultural exhibitions, leisure bar, conference and talks, and the lecture hall for makers, to boost the development of rural tourism.

**2. The design proposal.** The project as a whole is to serve the bigger interests of the whole village. Based on advantageous local resources, it makes the display of the chestnut planting tradition the core function of the village's "living room." It strives to build a unique chestnut community in the Mohe village, and string other scenic spots to serve the entire tourist route. The indoor exhibition space is divided into several parts on such themes as the landscape of Dabie Mountains, the look of Dawan village, and the chestnut industry in Dawan, Mohe. The mezzanine is used as a leisure area. The courtyard design aims to preserve the original landscape, create a "leisure space under the osmanthus tree," extend the building space and add corridors, which will not only ease the tension between the facade of the red-brick house and the rammed earth house in the courtyard, but also blur the boundaries of indoor and outdoor.

**3. Project operations.** The project is operated by Xinyang Meili Shanju Culture & Tourism Co., Ltd. with the assistance of villagers, and the principal is expected to be recovered within two years of operation. The profits from the sales of chestnuts and other specialty products at the "living rooms" are distributed to local self-employed villagers. By hosting study tours and exhibitions, the







“living rooms” have built up Mohe’s reputation, attracted more tourists and investors, and promoted the growth of collective economy in Mohe.

## Results

The Moxiang Lishe project has helped improve local living conditions. By engaging the villagers in project development and operation, it solves part of the employment problem, and attracts young migrant workers to return home. The integration of offline resources of the rural “living rooms” has increased the income of self-employed individuals running catering, homestay and processing businesses in surrounding areas. Via various online marketing channels, Mohe’s natural, cultural and industrial resources are made known to the outside, and its influence expanded, which provides strong support for the development of rural tourism. In 2020, Mohe’s per capita income was RMB 17,985, and collective income RMB 120,000, compared to RMB 19,734 and RMB 150,000 in 2021.

## Experience and Inspirations

**1. Integrated development.** Rural revitalization projects need to take into full account the development plan of the village and county concerned, and reach consensus with local government and villagers. They should be villager-centric, and increase the income of the village collective and individual villagers. They should also form a rural community of common profits with existing agriculture, handicraft industry, service industry, etc.

**2. Integration of resources.** The integration of resources is the basis of, and on the other hand a major challenge for, rural revitalization. To develop rural tourism, it’s important to develop scenic spots, and what’s more important is to integrate resources such as catering, accommodation services and basic agriculture. It is also necessary to identify what makes a unique tourism village and attract tourists with unique resources.

**3. Put idle space into good use.** For villages with idle space like Mohe, the suggestion is to, based on the renovation of the idle space, integrate rural resources to create functional spaces for exhibitions, study tours, tourist reception and product sales, and improve infrastructure and supporting services.

## Next Steps

In the future, Mohe will continue to promote the concept of co-governance, follow the guidance of local government, bring together social groups and institutions of higher-learning, and establish a sound mechanism. It will continue to pay attention to the transformation and utilization of rural idle space, and strengthen the inner drive for development through cooperation. It will raise the villagers’ environmental awareness and satisfy their actual demands. In addition, it will continue to integrate all kinds of resources in the county, improve the information and communication platform, and establish a mechanism to support migrant workers to return home to work or start their business, local development and integrated development of culture and tourism.

# 新疆阿勒泰地区 禾木哈纳斯蒙古族乡： 开发与保护并重让古村落焕发新生



## 摘要

新疆阿勒泰地区禾木哈纳斯蒙古族乡牢固树立“绿水青山就是金山银山、冰天雪地也是金山银山”的理念，自觉践行“以旅游业为主体，牵动一产、托举二产”的发展思路，大力挖掘冰雪旅游资源，推动旅游业高质量发展，助推乡村振兴。



## 挑战与问题

禾木哈纳斯蒙古族乡位于阿尔泰山脉中麓，北部与哈萨克斯坦、俄罗斯接壤，东部与蒙古国毗邻，距离布尔津县城 187 千米，总面积 3,040 平方千米，辖区有哈纳斯村和禾木村。随着商业化民宿比重的增加，古村落历史区域逐渐缩小，传统建筑空间被严重破坏，缺乏整体规划，对原有传统文化缺乏尊重和沿袭，古村落整体失去了古有味道。民宿的蓬勃发展，很大程度上促进了乡村资源的利用与开发，但是很多经营者只片面注重经济效益，将环境保护的理念抛诸脑后，没有按照相关规定合理处置在生产经营过程中产生的大量垃圾，导致乡村生态环境遭到破坏。



## 措施

**1. 开展人居环境整治。**禾木哈纳斯蒙古族乡以改善人居环境和建设美丽景区为目标，2021 年对辖区内的环境卫生进行了集中整治，投入专项资金 70 万元，清运垃圾 400 余车，拆除私搭乱建的旱厕、帐篷、遮阳伞等各类违建 550 个，累计维修围栏 1,800 米，重建围栏 985 米，乡村人居环境得到极大改善。乡村水、电、路及通信、网络等各类基础设施建设得到完善，村庄实现绿化、净化、亮化、畅化和美化。

**2. 深挖冬季旅游资源。**禾木哈纳斯蒙古族乡围绕“原始动力、原始魅力、原始活力、原始魔力”这一主题，深挖冬季旅游资源，制造雪雕、开展冰雪风情节、冰雪嘉年华、泼雪节、过原始年、古老毛皮滑雪板狩猎赛、冬季冰雪摄影节、单板野雪邀请赛等系列主题活动；组建古老毛皮滑雪板民俗表演队、叼羊赛马表演队及马拉爬犁队；大力扶持“吉克普林滑雪场”，充分利用丰富的冰雪资源，发展冰雪旅游，将“冷资源”打造成为“热经济”。

**3. 挖掘特色资源。**充分挖掘本乡本村在人文、



历史、环境、生态、农业等相关的特色，坚持原住房、原住民、原生活、原生产、原生态的原则，确定本乡本村旅游发展重点与优势，形成当地的特色旅游产品。在旅游体验过程中加入特色民俗、传统礼仪、地方风情等元素，丰富乡村体验的细节，从而形成乡村旅游发展的竞争优势。

**4. 依托马队合作社。**在持续巩固已参与的 82 户贫困户的基础上，积极引导剩余 158 余户全部参与到马队合作社中，确保“一户一产业、一户一人就业”，实现建档立卡户“双保险”全覆盖，各族群众投身马产业和旅游业增收致富的积极性进一步增强，旅游业态进一步丰富。

### 成效

按照“产业兴旺、生态宜居、乡风文明、治理有效、生活富裕”总要求，全力推进巩固拓展脱贫攻坚成果与乡村振兴工作有效衔接。持续加大乡村建设投入力度，协调解决 290 余万元用于乡村卫生院（室）改造提升，乡村医疗明显改善；新铺设木栈道 300 平方米，新建哈登平台道路 1,603 米、禾木新村道路 1,620 米，新投入使用公共卫生厕所 7 个，基础设施进一步完善。通过“公司+农户”、“合作社+农户”的模式支持鼓励农牧民参与发展旅游业，全乡经营户达 330 余家，民宿 260 家，餐饮业经营 30 余家，超市 40 余家，实现旅游就业 500 余人，初步实现了农商文旅融合发展。



### 经验与启示

**1. 保持良好的生态环境。**加强林业、草原等自然生态保护，配合边防、林业、草原、自然保护区等多个部门，严厉打击非法破坏林草地行为；做好草场确权工作，明确牧民职责权利，继续推行集中放牧，做好休牧、禁牧草场围栏管理。

**2. 提高群众的参与度。**扶持本地商户、牧民参与项目实施，为本地群众提供政策支持和理念引领，充分调动群众参与乡村旅游发展的积极性，从而推动乡村旅游发展和促进产业扶贫。

### 下一步计划

一是实施差异化文创运作模式。通过举办原始年、培养民间技艺传承人、建立特色工坊等方式，传承呼麦、毛皮滑雪等非物质文化遗产，激活古村落。二是充分挖掘和利用优质雪资源，补齐冬季旅游短板，打造冰天哈纳斯，雪地禾木，针对不同游客群体规划建设初级、中级、高级滑雪道，建设旅游综合体项目，同时具备高质量度假、运动、旅游三大属性，可满足游客滑雪、休闲康养、竞技运动、生态民俗、观光旅游等一系列需求。

# Kom-Kanas Mongolian Ethnic Township, Burqin County, Altay Prefecture, Xinjiang Uygur Autonomous Region:

Paying equal attention to development and protection to reinvigorate ancient villages



## Abstract

Kom-Kanas Mongolian Ethnic Township in Burqin County, Altay Prefecture of Xinjiang holds firmly to the concept that “lucid water and lush mountains are invaluable assets, and so are ice and snow,” and takes the initiative to embrace the development approach that considers the tourism industry as the mainstay to drive the development of the primary sector and support that of the secondary sector. It vigorously explores the resources of winter tourism to promote the high-quality development of tourism and rural revitalization.



### Challenges and Problems

Located at the middle of the Altai Mountains, the township borders Kazakhstan and Russia in the north and Mongolia in the east, is 187 kilometers away from the county seat of Burqin, and covers a territory of 3,040 square kilometers. Under its jurisdiction are two villages: Hanas and Hemu. As more and more commercial homestays pop up, the historical area of ancient villages is gradually diminishing, and the traditional architectural space is seriously damaged. Moreover, the lack of a master plan for development and that of respect and inheritance of local tradition and culture have gradually eaten away the original flavor of ancient villages. The booming homestay business has greatly promoted the utilization and development of rural resources, but many operators are too profit-minded to care about the environment. For example, a lot of waste generated in the homestay operations is not disposed of according

to environmental regulations. This not only threatens the natural environment of the countryside, but also causes the rapid decline in the environmental quality and damages to the ecological environment.

### Measures

**1. Improve the living environment.** Aiming at improving the living environment and beautifying the scenic area, the township launched a special action to improve the environmental sanitation within its jurisdiction in 2021: It spent RMB 700,000, dispatched garbage trucks to collect waste – on more than 400 trips, demolished 550 unauthorized pit toilets, tents, parasols and other illegal structures, repaired 1,800 meters of fences and reconstructed 985 meters more. The living environment in the countryside is greatly improved. Infrastructure such as water, electricity pipelines, roads, and communications and network cables is also upgraded. The priority is to make the countryside greener, cleaner, illuminated, more accessible and more beautiful.

**2. Explore more winter tourism resources.** Centering on the theme of “Pristine Momentum, Charm, Vigor and Magic,” it has deeply explored winter tourism resources. It has organized such activities as snow sculpting, ice and snow customs festival, snow and ice carnival, snow-splashing festival, Tuva New Year Celebration, fur skiing & hunting competition, winter photography festival, and Powder Ski Invitational; and set up the fur-skiing and







snowboarding performance team, the sheep-scambling and horse-racing team and the horse-drawn plow team. It also vigorously supports the development of Jikepulin Ski Resort, and makes full use of abundant snow and ice to develop winter tourism, and to turn its freezing climate into a thriving economy.

**3. Explore characteristic resources.** It fully taps into local characteristics in terms of culture, history, environment, ecology and agriculture, and based on that has established the development priorities and advantages of local tourism industry, and developed local characteristic tourism products, with emphasis on original residential houses, natives, the traditional way of life and production and a pristine ecological environment. Characteristic folk customs, traditional rituals and local styles are incorporated into the tourist experience, to enrich its details and establish its competitive edge in rural tourism development.

**4. Develop the horse-raising cooperative.** While consolidating the membership of 82 participating poor households, it actively guided all the remaining 158 households to join the horse-raising cooperative to increase their income. It also works to make sure that “each household is engaged in at least one business and has at least one member employed,” thus to secure “double protection” for all registered poor households. The people of all ethnic groups are more enthusiastic to work in the horse industry and the tourism industry to increase income and the tourism economy has become more diversified.

## Results

To build rural areas with thriving businesses, pleasant living environment, social etiquette and civility, effective governance, and prosperity, it has been going all out to effectively align the effort to consolidate and expand the achievements made in poverty eradication with that to promote rural revitalization. Investment in rural development is increased. It coordinated to secure over RMB 2.9 million for the upgrading of rural health centers (clinics), and the rural medical service has gradually improved, and the medical service infrastructure for tourists is also bettered. It added 300 square meters of plank roads, 1,603 meters of roads leading to the Hadeng Sightseeing Platform, 1,620 meters of roads in Hemu New Village, and put into use seven new public toilets. Infrastructure conditions are improved. The “company + rural household” and “cooperative + rural household” model is adopted to support and encourage farmers and herdsmen to participate in the tourism industry. There are more than 330 business operators in the township, including 260 homestays, over 30 eateries, 5 family workshops and over 40 grocery stores, and the tourism industry has hired more than 500 people. The integrated development of agriculture, commerce, culture and tourism is initially realized.

## Experience and Inspirations

**1. Keep a good ecological environment.** Efforts are reinforced to protect the natural ecological environment such as forestry and grassland, cooperate with border



defense, forestry, grassland, and nature reserve authorities to crack down on illegal destruction of forests and grassland. The grassland ownership is clarified, so are the responsibilities and rights of herdsmen. The practice of centralized grazing is maintained. Paddocks of pastures that are on a grazing brake or banned from grazing are well managed.

**2. Increase the participation of the masses.** Local merchants and herdsmen are supported to participate in project implementation. Policy support and public communication are provided to fully mobilize locals to participate in rural tourism development. This is even more important to promote the development of rural tourism and other industries for poverty alleviation, and stimulate the people to emerge from poverty.

### Next Steps

**First,** it will implement a differentiated cultural and creative business operational model. It will hold the Tuva New Year Celebration, cultivate the inheritors of folk handicrafts, and establish handicrafts workshops, to inherit the intangible cultural heritage of khoomei (throat-singing) and fur skiing and inject vitality into existing ancient villages.

**Second,** it will fully exploit and utilize high-quality



snow, make up for deficiencies in winter tourism, build up the image of Hanas and Hemu as ice-and-snow-covered havens, and plan and build entry-, intermediate- and advanced-level ski trails for different tourist groups, and large ski resorts with complete functions and an unrestricted reception capacity. These ski resorts should be high-quality destinations for holidaymaking, sports and tourism at the same time, able to meet the diverse needs of tourists such as skiing, leisure and health preservation, competitive sports, ecological tours, experience of folk customs and sightseeing.



# 内蒙古赤峰市克什克腾旗 关东车村： 生态旅游助力乡村振兴



## 摘要

内蒙古赤峰市克什克腾旗关东车村以青山冰臼园区为依托，以进园路线为框架，以田园农户为主体，整体布局规划，将生态文化旅游产业作为战略性支柱产业，全力打造独具特色的文化旅游“金字招牌”。前期关东车村通过“政府+景区+合作社+农家乐”的形式已完成关东车村全面脱贫，下一阶段将以生态文化旅游为主线，以“红色记忆-关东车”为重点，通过自筹资金或公司合作形式，打造集山水度假、民俗体验、生态观光、田园采摘、历史文化教育、党员培训、红色文化教育、学生团体研学、公司团建为一体的新型旅游基地，持续走出一条产业结构调整与发展生态旅游互助双赢的乡村振兴之路。



## 挑战与问题

关东车村位于内蒙古赤峰市克什克腾地质公园青山园区内，旅游资源禀赋突出，但原有畜牧业经济落后，村民大多外出打工，村里老龄化严重。村庄近些年在发展旅游业的过程中，面临一些挑战和问题：一是旅游资源的开发给生态环境带来压力；二是对村内历史沉淀的岩画、闯关东文化、知青文化等历史文化挖掘不足；三是旅游配套设施和村庄村貌亟待改善。

## 措施

**1. 丰富旅游产品。**关东车村积极挖掘旅游资源，塑造以田园、农俗、体验于一体的乡村旅游品牌，例如围绕青山象形石、花海游赏、水系景观等打造“田园游”；围绕情景化农俗故事、特色化石阵雕刻、民俗化建筑风格等风俗人情打造“农俗游”；以林果采摘、庭院生活、休闲耕作等农事活动为元素打造“体验游”，不断创新和丰富关东车村的旅游产品种类。

**2. 升级传统产业。**关东车村发展有机蔬菜、瓜果、杂粮杂豆等经济作物；突出昭乌达羊、土种



牛、小笨鸡等本土化禽畜产品，将农畜产品就地加工转化，不断把农牧产品做出特色，推动种、养、加、销一体化。

**3. 改善村容村貌。**关东车村以青山景区旅游资源为依托，对村容村貌进行统一规划，整体设计。一是对景区内大量的山地民居建筑进行维护和修缮；二是以打造国内知名生态文化旅游目的地为目标，建设高标准的休闲度假区、生态观光区，整个关东车村呈现出山青、水秀、云海、花田的美好景象。

**4. 完善旅游配套。**关东车村投资建成集青山文化、闯关东文化和青山景区介绍于一体的文化旅游广场；配套建成停车场、旅游接待中心和水利观光堤坝；依托村史馆、文化墙、石雕等载体，追溯闯关东历史，传承吃苦耐劳、艰苦奋斗的良好





民风，让游客在休闲中体验民俗、感悟历史、品味文化。

## 成效

关东车村在景区建设过程中，通过“劳务用工”“就业安置”，共安排贫困人口 3,000 余人次参工参建；扶持脱贫户创办农家乐 65 家，年收入 650 余万元；吸收贫困户闲置的资源、资产入股，年收益 51.5 万元，惠及脱贫人口 103 人。关东车村投资建设采摘园 600 亩、花海生态旅游观赏区 150 亩、采摘冷棚 40 个、生态经济林 100 亩，带领村民发展农家乐 112 余处，年接待游客 2 万人次，旅游综合收入 220 万元。

## 经验与启示

**1. 多方参与。**万合永镇、关东车村、青山林场、农牧业产业和旅游产业等相关部门联合，通过出项目、出资金、出技术、出人员等方式依托各自优势，各司其责，资源共享，共同承担关东车村脱贫攻坚重担和美丽乡村建设，突出显示了组织共建的聚合效应。

**2. 公司运营。**关东车村 2019 年集中流转土地 2,000 余亩，将土地 80% 的收益让利给村民，实现农民变股民，成立红卫旅游文化公司，打造自身特色旅游品牌，完成了从单一的个体经营到统一管理经营的转变。

**3. 绿色发展。**关东车村牢固坚守树立绿水青山就是金山银山的发展理念，科学合理利用草原资源。2020 年通过克什克腾旗旅游局和林草局同景区协调，青山景区闭园一年进行生态养护，这正是为了关东车村更好、更长远的发展做准备，构建绿色、低碳、循环发展长效机制。

## 下一步计划

一是强化管理，提高服务标准。加强对农家乐、牧家乐、购物场所、民俗讲解、花海观光、红色教育等工作人员的专业技能培训，巩固实施客源分配、环境保洁、游客接待、安全应急预案、家禽饲养管理等一整套行为规范。二是加大对红卫旅游公司的扶持，对“红色记忆-关东车”项目继续开发扩建，努力将关东车建设成一个集山水田园、历史人文、民俗民风、红色教育为一体的旅游基地。

# Guandongche Village, Hexigten Banner, Chifeng City, Inner Mongolia Autonomous Region:

Eco-tourism driving rural revitalization



## Abstract

Guandongche, a village in Hexigten Banner, Chifeng of Inner Mongolia, based on the Qingshan Glacier Pothole Park and its inbound route, lets farmers play the principal role, plans development in a coordinated manner, builds the ecological conservation, cultural and tourism industries as strategic pillar industries, and makes full efforts to develop signature cultural and tourism products of unique characteristics. Guandongche has been lifted out of poverty through the cooperation among the government, the scenic area, cooperatives and agritainments. In the next stage, it will concentrate on ecological conservation and the cultural and tourism industry, under the theme of “Guandongche: A place of revolutionary memories,” raise funds on its own or work with enterprises to build a new-type tourism base offering a diversity of services including resorts in the mountains, folk customs experience, ecological tours, fruit/vegetable picking, education on history and culture, Party members training, education on the revolutionary heritage, study tours of students and corporate team building. It will continue to explore a path to rural revitalization by adjusting the industrial structure and developing ecotourism simultaneously for win-win outcomes.





## Challenges and Problems

Guandongche is located in Qingshan Nature Reserve of Keshiketeng Geopark, with outstanding tourism resources, but local animal husbandry industry is backward, and most of the young and middle-aged have left for jobs in cities, leaving the village with a serious aging problem. In the course of tourism development in recent years, it has faced some challenges and problems. First, the ecological environment is under great pressure brought by the development of tourism resources. Second, it needs to make better use of its historical and cultural heritage, such as rock paintings, the history of braving the journey to Northeast, and the movement of sending educated urban youth to the countryside movement during the 1950-70s, etc. Third, supporting tourism facilities and

the village look are in urgent need of improvement.

## Measures

### 1. Diversify the portfolio of tourism products.

Guandongche actively develops tourism resources and builds up a rural tourism brand of idyllic landscape, rural customs and experience. For example, pastoral tours are developed around bizarre animal-shaped rocks in Qingshan, flower-sea tours and water system landscapes; folk customs-themed tours around scene-based stories of rural customs, sculptures of characteristic stone formations, vernacular architectural styles; and experiential travels around fruit picking, courtyard accommodation and leisure farming. It keeps developing and adding to its portfolio of tourism products.

### 2. Upgrade traditional industries.

Guandongche grows cash crops such as organic vegetables, melons and fruits, and miscellaneous grains and soybeans. It highlights local poultry and livestock products such as Zhaowuda sheep, the native breed of cattle and free-range chicken, processes and commercializes agricultural and livestock products in the village. It continuously differentiates its agricultural and livestock products from others and facilitates the integration of farming, breeding, processing and sale.





**3. Improve the village appearance.** Based on the tourism resources of Qingshan Scenic Area, Guandongche planned and designed the village look as a whole. First, it repaired a large number of mountain residential buildings in the scenic area. Second, a number of high-standard leisure resorts and eco-tourism areas have been built for the purpose of building the village into a well-known ecological and cultural tourism destination. The village is now reputed for its beautiful landscape consisting of lush mountains, clear waters, sea of clouds and fields of flowers.

**4. Improve tourism facilities.** Guandongche invested and built a cultural & tourism square that incorporates elements of Qingshan culture, the history of braving the journey to Northeast and the introduction of Qingshan scenic area. There is also a parking lot, a tourist reception center and a dam for both water conservancy and sightseeing purposes. Its village history museum, bulletin walls, and stone carvings trace the history of braving the journey to Northeast, and advocate the fine tradition of enduring hardships and hard work. Here visitors can experience folk customs, reminisce the past and savor local culture while having a leisure time.

## Results

During developing the scenic area, Guandongche created more than 3,000 jobs, including permanent and temporary ones, for poor people; helped households which had been lifted out of poverty to set up 65 agritainments, with a combined annual income of over RMB 6.5 million; and allowed poor households to invest with their idle resources and assets, which generates an annual income of

RMB 515,000, benefiting 103 people who have emerged from poverty. The village has also built 600 *mu* of U-pick orchards, 150 *mu* of the Flower Sea, an eco-tourism area, 40 cold-frame greenhouses and 100 *mu* of ecological economic forest, and led villagers to develop more than 112 agritainments which receive 20,000 tourists a year. The comprehensive tourism income has amounted to RMB 2.2 million.

## Experience and Inspirations

**1. Multi-party participation.** Wanheyong Town, Guandongche Village, Qingshan Forest Farm, and government authorities in charge of agriculture, animal husbandry and tourism industries have joined hands and leveraged their respective advantages in projects, funds, technology, and personnel. Through labor division and resources sharing, they jointly undertake the task of reducing poverty and building a beautiful countryside in the village, and demonstrate the synergy of all the collaborative organizations.

**2. Corporate operations.** In 2019, Guandongche transferred the use right to more than 2,000 *mu* of land in a centralized manner, and allocated 80% of the land's income to villagers, thus making farmers shareholders. It also set up Hongwei Tourism and Culture Company, and built its brand as a unique tourist destination, completing the transformation from dispersed, self-employed operations to unified management and operation.

**3. Green development.** Guandongche firmly adheres to the development concept that lucid water and lush mountains are invaluable assets, and utilizes grassland





resources in a science-based, appropriate manner. In 2020, through the coordination of Keshikteng Banner Tourism Bureau and Forestry and Grassland Bureau, Qingshan scenic area was closed for one year for ecological conservation, for paving the way for the better and longer-term development of the village and for building a long-term mechanism of green, low-carbon and circular development.

### Next Steps

**First**, it will strengthen management and improve service standards. It will strengthen the professional skills training for staff working in the fields of agritainments,

ranch stays, shopping venues, folk customs guides, Flower Sea and CPC heritage education. It will refine and implement a set of codes of conduct for the allocation of tourist flow, environmental sanitation, tourist reception, emergency safety plans and poultry raising management.

**Second**, it will increase support for Hongwei Culture and Tourism Company, continue to develop and expand the “Guandongche: A place of revolutionary memories” project, and strive to build Guandongche into a tourism base with an idyllic landscape, rich historical and cultural heritage, folk customs, and CPC heritage education.







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