

# C2030 #1

## Sustainable Cities and Communities

### 可持续城市与社区

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**Cover:** Lycée Schorge Secondary School, by Kéré Architecture featured at pages 50-54 of this journal, Photo by Iwan Baan  
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Preparing a new and glossy journal always begs the question: why and why now? Creativity 2030 is a new type of journal focusing on the role and impact of creativity – a resource of a special kind – on sustainable development within the framework of the year 2030, when the 17 sustainable development goals defined by the United Nations General Assembly are to be attained. This leaves a bit more than a decade for this task to be accomplished.

A recently constituted, youthful team has been entrusted with this task, based in a new international think tank, the International Center for Creativity and Sustainable Development (ICCSA) in Beijing, which has recently been created under the auspices of UNESCO.

Special emphasis in this context is assigned in Journal 2030 to the evolution of smart, innovative, resilient and intelligent cities. Cities - now desired by a growing majority of the world population as home - are increasingly finding themselves at the centre of development and societal challenges.

However, urbanization at a significant scale also brings about patterns of unsustainable development, overburdening and lack of infrastructure, emergence of slums, pollution and other environmental damage, disintegration of the social fabric ... The list of undesired side effects is long and poses enormous challenges. Reports and case studies on these issues will also be included in Journal 2030, thereby providing a high degree of realistic reflection and knowledge-sharing.

Culture is an essential component of human and sustainable development and represents a source of identity, innovation and creativity for individuals and communities alike as will also be explored in Journal 2030. Sustainable development calls for efforts towards building an inclusive, sustainable and resilient future for people and the planet. To this end, all countries should foster new technologies and make progress in reducing unsustainable consumption. Many of the world's private sector companies are likewise engaged in green innovation - driven by research and development of new generations of green products, technologies and jobs.

Through its activities and publications, ICCSD will seek to help transform passivity into concrete initiatives.

Doing things better, faster, higher, cheaper and more effectively has for long constituted the dominating paradigm of societal operations. This paradigm is increasingly now replaced by another one: doing new things in new ways. This then defines the quest for innovation, - the business of ideas -, and creativity. Innovation and creativity will be dealt with in Journal 2030 from various perspectives and in a pragmatic manner, drawing on practical experiences.

Given the limits to planetary resources, we must therefore resort to the ultimate renewable resource: human ingenuity and creativity. Agenda 2030 must make the most of education, health, the sciences, culture, communication and information in order to attain the indivisible 17 SDGs.

Creativity is at the heart of sustainability. It is a special kind of renewable resource and human talent. Creativity encourages imaginative thinking and the search for new approaches. The creative ability entails generating or recognizing ideas, alternatives, or new possibilities that may be useful in solving problems or communicating with others. Creativity and sustainability can be approached from different disciplinary and thematic perspectives as well as from trans-disciplinary and intercultural perspectives. Creativity is an ability that exists not just in the arts and culture, but also extends to technological creativity, scientific creativity, social creativity, political creativity, and not least business creativity.

The soft power elements of creativity, ingenuity, innovation and imagination are playing an important role in the development processes at all levels and the quest for equitable prosperity. In several issues, Journal 2030 will deal with all these dimensions.

A major focus will be on digital and nature-based innovation, science-policy interfaces, institutionalized mechanisms for sharing and exchanging information, knowledge, best practices and expertise. The arrival of industry revolution 4.0 with its internet of things, virtual reality, big data, robotics, virtual and augmented reality, and artificial intelligence will open up new avenues for science-driven creativity and innovation.

In recent years, the availability of detailed data on human behavior combined with environmental measurements have led to great advances in the computational

准备一本全新的受人关注的期刊通常会引出这样的问题:为什么推出?为什么现在推出?《创意2030》是一本关注创意(一种特殊的资源)对实现2030年可持续发展目标所产生作用和影响的新型期刊。由联合国大会确定的17个可持续发展目标需要在2030年实现,截至目前,也就留下十年多一点的时间来完成这项任务了。

最近一支来自联合国教科文组织国际创意与可持续发展中心(总部设在中国北京的新建国际智库,以下简称“创意中心”)的年轻团队承担起这项任务。

《创意2030》期刊特别强调了智慧、创新、弹性和智能城市的发展。现在越来越多的世界人口向往城市,而城市正日益成为发展和社会挑战的中心。

然而,大规模的城市化也带来了不可持续的发展模式、负担过重和缺乏基础设施、贫民窟的出现、污染和其他环境破坏、社会结构的解体……不良副作用的清单很长,也带来了巨大的挑战。关于这些问题的报告和案例研究也将被收入《创意2030》期刊,从而提供高度的现实反思和知识共享。

文化是人类和可持续发展的重要组成部分,也是个人和社区的身份、创新和创造力的源泉,《创意2030》期刊也将对此进行探讨。可持续发展要求我们为人类和地球建设一个包容的、可持续的和有韧性的未来。为此,各国应培育新技术,并在减少不可持续消费方面取得进展。世界上许多私营企业也在从事绿色创新工作,推动新一代绿色产品、技术的研发并创造就业机会。

创意中心将通过组织活动和出版物,帮助将被动转变为具体行动。

长期以来,把事情做得更好、更快、更高、更便宜、更有效,一直是社会运作的主导模式。这种模式现在正逐渐被另一种模式所取代:以新的方式做新的事情。这就定义了对创新的追求,也就是商业思维以及创意。《创意2030》期刊将从不同视角、以务实的方式,呈现实践经验来探讨创新和创意。

鉴于地球资源有限,我们必须求助于终极可再生资源:人类的独创性和创造力。《2030年可持续发展议程》必须充分利用教育、卫生、科学、文化、传播和信息,以实现不可分割的17个可持续发展目标。

创意是可持续发展的核心。它是一种特殊的可再生资源 and 人类智慧。创意鼓励创造性思维,鼓励寻找新的方法。创造性的能力就势必要求产生或者辨识出可能有助于解决问题或与他人沟通的想法、替代方案或新的可能性。创意和可持续性可以从不同的学科和主题角度,以及跨学科和跨文化的角度来探讨。创意不仅存在于艺术和文化中,而且还延伸到技术创造力、科学创造力、社会创造力、政治创造力,尤其是商业创造力等诸多方面。

创造力、独创性、创新和想象力等软实力要素在各层面的发展进程和追求共同繁荣等方面发挥着重要作用。《创意2030》期刊将在未来几期中讨论以上所有这些方面。

其中一个关注重点将是数字和基于

modeling of human behavior and incidences affecting humans, such as epidemics. This can be facilitated through the development of open-source platforms to collect, combine, analyze, and display real-time information based on data from academic, private sector and open sources. ICCSD is in a privileged position as it can forge partnerships with Chinese technology companies to leverage their digital platforms for better programme implementation and efficient on-the-ground solutions.

Cultural industries form the core of a city. Culture, creativity and artistic innovation are crucial drivers and enablers of development. Creative intelligence harnesses the power to create, connect and inspire. This is particularly relevant for cities, which are changing at a formidable pace. Creativity plays a distinct role in strengthening communities. Cities have become platforms and architects for positive change. They are serving as incubators for designing creative solutions, for widening options and for renewing civic aspirations. Cities have long understood that a strong cultural brand is essential to their soft power.

Journal 2030 will promote the understanding of these trends in various contributions over the next issues. A special focus will be on cities that are dynamic and future-ready. It will examine how such cities optimize the use of finite resources to meet the needs of today while addressing the needs of tomorrow. It will also discuss how wastelands and polluted waters can be transformed, to develop in the process livable environments where people and nature exist in harmony. With innovative technologies cities can generate abundant economic opportunities and bring people from different backgrounds together as one community.

Smart cities should be powered by nature: renewable wind, solar and geothermal energy sources should be harnessed to meet daily needs and drive the city towards growth and development. Likewise, comprehensive water management systems should make full use of traditional and non-traditional water resources and should ensure the quality of water from source to tap. In smart cities nothing goes to waste: an efficient waste collection, classification and processing system will minimize resource wastage and will empower residents to contribute to environmental protection. Even on the administrative side, the deployment of smart municipal infrastructure is becoming feasible.

A city's vibrant and conducive environment for technological innovation nurtures the growth of groundbreaking smart services. An eco-city is constantly redefining cultural and entertainment experiences through the use of interactive technologies that enable people to experience the world like never before.

This then is the challenge of Journal 2030. The challenge is diverse indeed and holds enormous promise to contribute to a better understanding and action of creativity in support of sustainable development.

Paris, July 2019 - Hans d'Orville, Chief Strategic Advisor to the Center for International Creativity and Sustainable Development (ICCSA) under the auspices of UNESCO and Chairman of its Advisory Committee Former Assistant Director-General for Strategic Planning of UNESCO

自然的创新、科学政策接口,以及分享和交流信息、知识、最佳实践和专业知识的制度化机制。以物联网、虚拟现实、大数据、机器人、虚拟现实和增强现实以及人工智能为基础的工业革命4.0的到来,将为科学驱动的创意和创新开辟新的途径。

近年来,有关人类行为的详细数据与环境测量相结合,使得针对人类行为和影响人类的事件(如流行病)的计算模型开发取得了巨大进展。这可以通过开发开源代码平台来实现,这些平台可以收集、组合、分析并显示基于学术、私营领域和开源数据的实时信息。创意中心在此方面占据着有利地位,可以与中国的科技公司建立伙伴关系,利用其数字平台来更好地实施项目,提供高效的现场解决方案。

文化产业是城市的核心。文化、创意和艺术创新是发展的重要驱动力和推动因素。有创造力的智力会利用创造、连接和激励的力量。这对正在以惊人速度变化的城市而言尤其重要。创意在强化社区方面发挥着独特的作用。城市已经成为积极变革的平台和设计师,它们是设计创新解决方案、拓宽选择范畴、更新市民愿望的孵化器。城市早就认识到,强大的文化品牌对其软实力的提升至关重要。

《创意2030》期刊将通过今后各期的稿件内容,进一步促进对这些趋势的理解。其中将特别关注充满活力且面向未来的城市,将研究这些城市如何优化利用有限的资源来满足当今的需求,同时又考虑到了未来的需求。期刊还将讨论如何改造荒地和受污染的水域,使之发展成为人与自然和谐相处的宜居环境。通过创新技术的运用,城市可以创造大量的经济机会,将不同背景的人聚集在一起,形成一个社区。

智慧城市应以自然为动力,应利用可再生风能、太阳能和地热能来满足日常需求,推动城市可持续发展。同样,综合水资源管理系统应充分利用传统和非传统水资源,确保从水源到终端(水龙头)水的质量。在智慧城市里没有浪费:一套高效的垃圾回收、分类和处理系统将把资源浪费降到最低,并激励居民为环境保护作出贡献。甚至在政策实施方面,部署智慧城市基础设施也正在变得可行。

充满活力且有利于技术创新的城市环境会促进突破性智能服务的增长。生态城市通过使用互动技术让人们以前所未有的方式体验世界,从而不断地重新定义文化和娱乐体验。

这就是《创意2030》期刊面临的挑战。挑战的确是多样化的,但它很有希望,能够为人们更好地理解创意在可持续发展中的作用并采取行动作出贡献。

2019年7月于法国巴黎 汉斯·道维勒 联合国教科文组织国际创意与可持续发展中心(ICCSA)首席战略顾问及其咨询委员会主席前联合国教科文组织战略规划助理总干事





# Moving Targets, The Creativity 2030 Journal Project

The 2030 Journal is an initiative launched by the International Centre for Creativity and Sustainable Development under the auspices of UNESCO (ICCSd), a one year editorial venture that makes as a point of promoting to achieve the 2030 Sustainable Development Goals (SDGs) through creativity.

Initially, we will pay more attention to four of the total seventeen SDGs which have been selected to provide each a thematic blueprint for the four issues that compose the series. They are Sustainable Cities & Communities (Goal 11), Decent Work & Economic Growth (Goal 8), Responsible Consumption and Production (Goal 12) and Quality Education (Goal 4). Other issues may then explore other SDGs.

This publication project explores the transformative affinities and productive contradictions of processes and ideas that bind localized protocols of economic, urban, and socio-cultural character to communal survival on a global expanse. The time capsule from which it takes its title, 2030, stands here as a symbolic buoy around which we at times gravitate closer and at times move the farthest apart – a metaphor for the peripatetic feat of theoretical and practical creativity that as humans we endeavour in tackling the phenomena that challenge, shape and hope for a more equitable and sustainable future. This journal aims at creating a new platform for knowledge, perspectives and cases generating from the Chinese experience to enter dialogue with concurrent international studies, and thus open new conduits for their mutual understanding.

2030 is not about the latest or the newest. It is a collection of precise positions and punctual testimonies as told in different textual and visual contributions ranging from academic essay, to image gallery, journalistic report as well as personal notation which locate resonances of intellectual and practical agency across diverse fields of knowledge and their originating contexts. These juxtapositions of literary styles as forms of insight shelter discursive trajectories that, while assertive in their findings, offer readers open-ended avenues of further reflection around chosen topics that are pinpointed throughout by tags found on the margins of pages.

Each issue is structured in two main halves, their divide marked by a section titled Visualize Me – pages dedicated to unique works of data visualization and info graphics pertinent to each theme.

With this visual crevasse at its heart, the journal's first part comprises three chapters – The Big Picture, The Small Picture, China Logs – which constitute the core discursive receptacles staging dialogue between world-views and localized insights, by then introducing Chinese perspectives of relevance for their responsive capacity to shared global challenges and ambitions. The following section - Serial Innovators - introduces concrete initiatives and individual works of poignancy that celebrate a perpetual drive towards innovation and strive to generate real-world impact.

This first issue which takes the 11th SDG as its subject - Sustainable Cities & Communities - delves into thinking practices around the anchoring concept of "resilience", a moniker of social, economic and urban constructs predicated on remedial ecologies of reciprocity and co-actualization. A dedicated column dubbed The Point, which will recur in every issue, offers an in-depth look at its hard-to-grasp contours. We have featured propositions of enlightened pragmatism and intellectual capacity that respond to what is urgent and risk-inducing for the perpetuation of our spatial and social environs, with the ethically minded intent of creative strategies that foster new relations of proximity, not based on strategic interest but trustful affinity.

2030 is yesterday, it is today and it is tomorrow – a perpetually moving target whose distance is measured at the crossroads of disciplinary convergences and the multiplicity of further horizons we create for ourselves towards the goal of even global growth.

Beatrice Leanza, Editorial Initiator 2030 journal  
Translation Zhu Ruoxi 朱若曦

## 《创意2030》 期刊寄语

《创意2030》期刊是由联合国教科文组织国际创意与可持续发展中心 (ICCSd) 发起的一项出版计划, 致力于以此为基点, 通过创意推动《2030年可持续发展议程》中提出的一系列可持续发展目标。

计划伊始, 我们将重点关注17项可持续发展目标中的4项, 围绕它们建构起四期杂志的主题框架。这四期主题分别是: 可持续城市与社区 (目标11)、体面就业与经济增长 (目标8)、负责任的消费和生产 (目标12)、优质教育 (目标4)。后续各期将围绕其他可持续发展目标展开。

此计划试图探讨在城市发展过程与之相关的观念之中所蕴含的改造性亲缘关系与生产性矛盾关系, 正是这种亲缘和矛盾, 将有关经济、城市、社会文化特征的地方化议案与全球范围的共性生存发展结合在一起。2030年这枚时空胶囊, 是一个象征性的浮标, 我们离它时远时近; 它同样是一个隐喻, 象征着作为人类的我们, 为应对挑战、为建设一个更公平更可持续的未来, 而在理论与实践创意方面所做出的一切迂回而持续的努力。这本期刊旨在创造一个新的平台, 以呈现从中国经验中所生发的知识、观点和案例, 并进一步使之与并行的国际研究展开对话, 为达成两者之间的相互了解开辟新的渠道。

《创意2030》并不着意于提供最近或最新的资讯。它是一本以不同的文本及视觉形式来呈现鲜明立场与实践案例的合集, 其中包括学术论文、图片集、新闻报道以及个人观点, 它们是智识和实践主体在不同知识领域及其原初语境内所发出的共鸣之声。作为承载洞见的外在形式, 不同呈现方式的并置涵盖了广泛的思考轨迹, 这些思索总结了其发现成果, 同时为读者提供了针对选定主题进行反思的开放式空间 (期刊订口空白处标示了这些主题的相关标签)。

在结构上, 每期都由两大部分组成, 之间以“文化视觉”版块分隔。“文化视觉”版块围绕每期主题, 呈现独特的数据可视化作品和信息图表作品; 在它之前的第一部分包含“大背景”“微格局”“中国日志”三个版块, 它们共同构成了一个包容万象的核心容器, 首先呈现了世界观点与本土洞见之间的对话, 继之以中国在相关问题上的视角, 展示这个国家应对全球共同挑战的能力与抱负; “对话创新者”将介绍具有创新力的具体项目及个人作品, 以自下而上的方式对现实世界产生切实的影响。

《创意2030》第一期以第11项可持续发展目标 (“可持续城市与社区”) 为主题, 围绕“弹性”这一定向性概念进行深入的思考实践——这一术语指的是以互惠互利和共同实现的治疗性生态学为基础, 在社会、经济和城市等层面上的建构, “观点”专栏将带领我们深入了解这

一术语难以界定的外部轮廓。我们在此呈现了有关启蒙实用主义和智性力量的主张——在应对普遍存在于人类空间及社会环境中的紧急状况或危险情境之时, 正是这些力量在发挥着作用, 怀着创造性策略这一道德意图, 努力创建基于真诚信任的亲合力 (而非战略利益) 的新型邻近关系。

《创意2030》是过去, 是现在, 也是未来。它是一个处于永恒运动中的目标; 为更接近全球平衡发展这一目标, 我们创造了一个多学科相互融合、拥有开阔的多样性视野的十字路口——我们与这个移动目标之间的距离, 正取决于我们在这个十字路口所站立的位置。

毕月  
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## Creativity and Sustainable Development

### 创造力与可持续发展

A Conversation with **Hans d'Orville**  
By **Sarah Orlando**  
萨拉·奥兰多对话汉斯·道维勒



**Hans d'Orville** Chief Strategic Advisor to the Center for International Creativity and Sustainable Development (ICCSA) under the auspices of UNESCO and Chairman of its Advisory Committee

汉斯·道维勒 联合国教科文组织国际创意与可持续发展中心 (ICCSA) 首席战略顾问及其咨询委员会主席

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ICCSA is a new acronym on the international development circuit. It stands for the International Center for Creativity and Sustainable Development. The Institute was proposed in 2015 by the Beijing Municipality and China as a UNESCO category 2 center, that is under the auspices of the Organization. Beijing had already been designated in 2012 by UNESCO as a City of Design, thereby becoming a member of the exclusive UNESCO Creative Cities Network as City of Design). The establishment of ICCSA was then approved in November 2015 by UNESCO's General Conference.

ICCSA是国际发展视野中一个新的缩写名称，它的全称是“国际创意和可持续发展中心”。该机构于2015年由中国北京市提出，作为联合国教科文组织主办的二类中心。北京已于2012年被联合国教科文组织指定为设计之都，也就成为联合国教科文组织创意城市网络设计城市的成员。2015年11月，联合国教科文组织第38届大会批准了在北京成立国际创意与可持续发展中心。

#### What does Creativity mean in the development context?

Each and every sustainable development goal (SDG) has a creative dimension or content. For education it could mean creative and innovative ways of imparting knowledge and promoting learning; for agriculture it could mean recourse to creative ways of growing vegetables and fruit; or for the oceans their preservation and fishing yield. The impact of creativity is demonstrable and palpable for the attainment of each SDG.

The present era of the creative economy is driven by design, architecture, cultural industries at large, technological innovations and urban development is

replacing the earlier stages of the services economy, the industrial economy and the agriculture economy. In a way, the creative economy is the latest “kid on the block” which will progressively be dominating our economic advances.

#### 在发展的语境下，创造力意味着什么？

每个可持续发展目标 (SDG) 都有一个创造性的方面或内容。对于教育而言，它可能意味着传授知识和促进学习的创新方式；对于农业而言，可能意味着依靠创造性的方式种植蔬菜和水果；对于海洋而言，可能意味着保护海洋和渔业产量的新方式。创造力的影响对于每个可持续发展目标的实现都是显而易见的。

当前的创意经济时代是由设计、建筑、文化等产业共同推动的，技术创新和城市发展正在取代早期的服务经济、工业经济和农业经济阶段。从某种意义上说，创意经济就像是新来的“毛头小子”，它将逐步主导我们的经济发展。

#### And what about Sustainable Development?

Nowadays, people worldwide care increasingly about the realization of SDGs. There is a considerable concern, if not fear about what the consequences of our well-being, health and prosperity if the SDGs will not be reached by 2030. After all, there is no Planet B from which we could draw all required resources and enjoy a healthy life. There is only one Planet A.

#### 那么可持续发展呢？

如今，全世界的人们越来越关心可持续发展目标的实现，非常担心如果到2030年不能实现可持续发展目标，那我们的幸福、健康和繁荣会遭受怎样的后果。毕竟，没有其他的行星能让我们获取所有必需资源，享受健康生活——我们只有这一个地球而已。

#### In the ecological and environmental discourse, China has a very interesting term Eco-Civilization, which does not exist in any other language. It is not just like any catch phrase, it is full of meaning.

For the Chinese, it signifies a mixture of closeness to nature, closeness to the environment and to the human being. If you integrate these aspects altogether in a holistic manner, you come close to an understanding of the meaning of Eco-Civilization.

Despite the perception in many countries (in particular the United States and Europe) who think China still has a lot to learn from the West, China is already doing many advanced things benefitting sustainable development, especially in the urban context. This includes use of renewable energies, introduction of eco-friendly transportation systems, enhancement of mobility, wise use of natural resources, containment of air and water pollution, use of technological innovations and big data, promotion of the fourth industrial revolution etc. Nonetheless - being a huge country and at the same time a developing country, much remains to be done in China at the scale required. Again, creativity is very much in demand in all these areas.

Many projects in the future, both at the country and city levels as well as internationally will need to be approached through partnerships.

There is a strong desire both at the macro and micro

# The Big Picture

# 大 北 京 景



level to exchange experiences, to learn from each other, to cooperate and to network. It is indeed amazing what can be done differently, more effectively and more sustainably if all stakeholders come together to tackle existing problems, shortcomings or deficiencies (governments, lawmakers, the private sector, the science community, research institutions, NGOs and private citizens).

Under the umbrella project “C2030” (Creativity 2030), ICCSD is launching a series of different activities that look at different ways, approaches and modalities how sustainable development in its entirety can be advanced: actions by municipalities and cities, by national governments and countries, by private corporations, by academia and by other stakeholders to reach the SDGs within a shrinking framework – from 15 years at the time of their adoption by the UN General Assembly to 10 years at present, when we have already begun to monitor and assess whether the world is on track. A particular challenge will be to include the contribution by culture and science as these two critical areas had been omitted despite their indisputable relevance from the list of SDGs..

**在生态与环境相关话语中，中国有一个非常有趣的术语——“生态文明”。它不存在于任何其他语言中。而且它也不是那种流行语，而是自有其含义的。**

对中国人来说，它意味着亲近自然、亲近环境以及更贴近人本身。如果你以一种整体的方式将这些方面整合在一起，你就能够开始理解生态文明的含义。

许多国家(特别是美国和欧洲国家)认为中国仍有很多东西要向西方学习,但实际上中国已经在可持续发展方面走在前列,特别是在城市环境中,包括使用可再生能源、引入环保运输系统、增强流动性、合理利用自然资源、控制空气和水污染、使用技术创新和大数据、促进第四次工业革命等。然而,作为一个大国,又是一个发展中国家,中国要达到所需的规模,还有很多工作要做。同样,在所有这些领域都非常需要创造力。

未来许多项目,无论是在国家和城市层面,还是在国际层面,都需要通过合作来进行。

无论是在宏观还是在微观层面,人们都强烈希望交流经验、相互学习,希望形成网络相互合作。如果所有利益攸关者——政府、立法者、私营部门、科学界、研究机构、非政府组织、普通民众等等——能够齐心协力解决现有问题、缺点或不足,那么以一种不同的、更有效、更可持续的方式所取得的成果,将是非同小可的。

在其推出的“C2030”(创意2030)一揽子项目下,ICCSD正在开展一系列不同的活动,探讨如何用不同方式、方法和形式促进整个可持续发展,也就是市政府、国家政府、私营企业、学术界和其他利益攸关方为实现可持续发展目标而采取的行动,这些行动正在一个缩小的框架下进行,从联合国大会通过时的15年到目前的10年,我们已经开始监测和评估世界是否走上了正轨。一个特别的挑战是要将文化和科学的贡献包括在内,这两个关键领域在可持续发展目标清单中的相关性无可争辩,然而之前却被忽略了。

### Why 2030?

2030 is the target date for the attainment of the SDGs.

We have about 11 years to succeed, but in reality it is not too long. For some countries it is already evident that crucial targets like the elimination of poverty are unreachable target. Yet, it is impossible to plan with certainty for a decade-long period as we don't know with certainty what will be happening.

The only concrete way for us to aim at 2030 is therefore to plan in phases and set targets, aided by creativity and innovation.

If we consider for example Artificial Intelligence (AI), in 2015 or even two years ago nobody would have talked about AI in a big way. Today, it is THE dominant issue beyond its impact on national security: how can AI help education, how can AI enhance agriculture, how can it aid the fight against poverty, how can it promote smart

## 专访 - HANS D'ORVILLE

urban planning with requisite infrastructures, how can it deliver healthcare and so on - to lead us to make the 17 SDGs and their targets a reality.

We cannot exclude that in three years' time, completely different tools and approaches may take center stage as has happened these days with Artificial Intelligence. While this may influence significantly prospects for the SDGs, unfortunately our foresight is limited.

That is why we start the C2030 project by setting a short-term goal of 2-3 years, by defining concrete actions and by articulating expected results and outcomes for the development of smart, innovative and sustainable cities – well knowing that we may have to reassess our planning priorities and targets recurrently.

### 为什么是2030年?

2030年是实现可持续发展目标的目标日期。

我们还有大约11年的时间来争取成功,但事实上,时间并不长。对一些国家来说,像消除贫困等关键目标显然已经是无法实现的目标。然而,由于我们不确定将会发生什么,因此不可能制定一个明确的十年计划。

因此,我们实现2030年目标,唯一可行的方法是在创意和创新的帮助下,分阶段规划并设定目标。

以人工智能(AI)为例,在2015年甚至两年前,没有人会大谈人工智能。可是今天,除了对国家安全的影响之外,人工智能如何帮助教育,如何促进农业,如何帮助消除贫困,如何通过必要的基础设施促进智能城市规划,如何提供医疗保健等等,从而引导我们实现17个可持续发展目标,已经成为占主导地位的议题。

我们不能排除在三年后可能会出现完全不同的工具和方法,像现在的人工智能一样占据中心地位。虽然这可能会对可持续发展的前景产生重大影响,但不幸的是,我们所能预见的是有限的。

这就是为什么我们启动C2030项目,首先是设定一个为期2至3年的短期目标,确定具体行动,阐明发展智慧、创新和可持续城市的预期结果和成果;我们清楚地知道,之后可能不得不重新评估我们的规划优先次序和目标。

### Inclusion of youth

Another core pillar of future planning, on which all our Advisory Committee Members agree, is the fundamental importance to involve young people into all projects. Young people care the most for the sustainability of our world which is their future. Their expectations, perspectives and perceptions must therefore be key for any future action and development we may plan and initiate today.

### 让青年参与

未来规划的另一个核心支柱,是让年轻人参与所有项目,ICCSD咨询委员会的所有成员都认同这一点的根本重要性。年轻人最关心我们这个世界的可持续性,因为这是他们的未来。因而他们的期望、观点和看法,也必须成为我们今天制定和发起任何未来行动和发展的关键。

*Note: This is an editorialized version of the transcript of an interview by Sarah Orlando on 25 April 2019 in Beijing.*

注:本文是莎拉·奥兰多(Sarah Orlando)于2019年4月25日在北京的采访记录的编辑稿。

# The Right to the City, The Right of Others

By Jean-Louis Turlin  
former New York correspondent for Le Figaro  
Translation Julian Luo

At the onset of the 20<sup>th</sup> century, 10% of the world population lived in an urban environment. In 2015, that proportion had surged to 56%, and by 2030, it should reach 60% before rising to 70% by 2050, according to United Nations estimates. As Joan Clos, Executive Director of UN-Habitat likes to point out, global urbanisation is advancing at a faster pace than the growth rate of the planet's population.

Yet, what can be seen as a formidable challenge may also provide new ways to address issues ranging from affordable housing to transportation through air quality, access to healthcare and social services, economic inequalities, poverty, peri-urban sprawl, public vs. private space and much more. The need to rethink cities gave birth to one of the 17 Sustainable Development Goals (SDGs) that were adopted by the 193 Member States of the United Nations in September 2015, and to the New Urban Agenda (NUA) that was agreed on by close to 170 countries at the Habitat III Conference in Quito (Ecuador) October 2017.

Goal 11 of the SDGs – “Make cities and human settlements inclusive, safe, resilient and sustainable” – covers a host of urban challenges in a separate category that was not included in the eight time-bound Millennium Development Goals (MDGs), which were embraced in 2000 – with a 2015 deadline. Making cities central to the new agenda represents what has been termed a “paradigm shift”.

One of the targets of Goal 11 is, by 2030 – the deadline for SDGs – to “reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management”. This is in line with the Paris Agreement of December 2015 (COP21), which made cities “part of the solution” in tackling climate change.

Climate change was not an issue in 1943 when Le Corbusier published his

manifesto on urban planning, the “Athens Charter”, which called for razing slums and replacing them with high-rise apartment buildings in enclaves surrounded by open space and connected by motorways. What served as a model for reconstruction after World War II in Europe continues to inspire short-term solutions to overcrowding in the developing world.

Joan Clos made an analogy between the New Urban Agenda and the Athens Charter, which he considers “the utopian vision of the time”. Sociologist Richard Sennett called it “the wrong utopia” in an interview with the New Yorker magazine, as Le Corbusier's ideas have been criticized for destroying neighborhoods and street life. They and two other sociologists, Saskia Sassen and Ricky Burdett, have produced a counterpoint to the Athens Charter: departing from the rigid urban segmentation that has culminated today in gated communities, the Quito Papers advocate flexibility in designing cities, in making them “porous”.

Today's challenges, from continued densification to natural disasters through terrorist attacks, require new approaches to urban planning. Integration is the key word, suggesting the necessary connection between issues as diverse as transportation projects and environmental degradation, between the public and private sectors, between national and local policies. Among the targets of Goal 11 is the precept is to “enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries”.

The theory has already been put into practice by a number of initiatives, of which “100 Resilient Cities” (100RC), a non-governmental organization set up through funding from the Rockefeller Foundation back in 2013, is an example. With offices in London, New York, Singapore and Mexico, the program links

the selected cities (from more than 1,000 applications all over the globe) through a network of technical assistance and shared experience.

Indeed, cities today share problems that seem to have been overlooked in Le Corbusier's time, namely the social, cultural and ethnic fragmentation concomitant with ever-growing urbanization and the sometimes inadequate response of urban planning. Land speculation and increased segregation have made things worse. In addition, the road programs advocated by the Athens Charter have contributed to the displacement of large portions of city dwellers and their resettlement in peripheral areas far from public transportation and jobs. Hence the pressing need underlined by the NUA to make cities more inclusive in every way.

Preserving or restoring street life is one of the many paths to achieving this goal. As much as a necessity, Joan Clos sees it as a chance offered by the adoption of the agenda in Quito, “a tool for development”: “Urbanization can be an engine for prosperity and human progress.” It can also be a win-win situation: “We need to approach urbanization not as a cost, but as an investment, because the cost of urbanization is minimum in comparison to the value that it can generate.” ■

# 创意弹性

# CREATIVE RESILIENCE

# 应势而为的领导

# RESPONSIVE LEADERSHIP



# 城市的权利，他人的权利

作者：让-路易·特林（法国《费加罗报》前驻纽约记者）  
翻译：罗名川

回望20世纪之初，全世界仅有10%的人口居住在城市中。而到了2015年，这一百分比已攀升至56%。据联合国估计，这一比例在2030年和2050年将分别达到60%和70%。正如联合国人类住区规划署常务董事霍安·克洛斯所指出的，全球城市化的速度正在赶超全球人口增长的速度。

与此同时，这些看似严峻的挑战也为我们提供了看待当下众多社会问题的另一视角，包括保障性住房问题、交通问题、空气问题、医疗及社会服务问题、经济不平等问题、贫困问题、城市边缘地区扩张问题、公私空间划分使用问题，等等。2015年9月被联合国193个成员国同时接受的17项可持续发展目标其中之一，以及在2017年10月于厄瓜多尔首都基多举办的“人居三”会议上由近170个国家共同决议通过的《新城市议程》，均衍生于从新的角度重新思考、审视城市的这一新全球化需求。

可持续发展目标第11项——让城市和人类居住区变得包容、安全、适应性强以及可持续化——概括了在2000年至2015年间实施的八项《千年发展目标》中并未涉及的一系列城市发展挑战。把城市发展这一议题安排在可持续发展会议日程的核心位置上，亦预示着全球各界在思考模式上的转变。

可持续发展目标第11项中的目标之一，是在2030年前通过关注空气质量和城市垃圾管理情况，减少人均对城市环境造成的不良影响。此目标符合签订于2015年12月的《巴黎气候协议》中所提及的“将城市看作解决气候变化问题方案的一部分”这一宗旨。

当现代建筑大师勒·柯布西耶于1943年提出《雅典宪章》这部城市规划文件时，气候变化这一问题还不存在。当年的宪章倡导推平贫民窟，在开放空间中建设高层住宅，并以高速公路将各区域进行连接。这部在二战后引导欧洲重建的规划蓝本，直至今日仍启发着众多发展中国家，为它们在规划发展的道路上提供短期有效的解决方案。

在将其与《新城市议程》进行类比后，霍安·克洛斯把《雅典宪章》称作“当时的乌托邦愿景”。社会学家理查德·塞内特更是在一次《纽约客》的采访中将其称作“错误的乌托邦”，在他看来，柯布西耶的规划理念摧毁了城市中的街区和街道生活。除他们二人外，社会学家萨斯基娅·萨森和里奇·博德特还提出了相反于《雅典宪章》的城市规划理念：造成今天封闭式社区形态的分割式城市规划，基多文件主张灵活、渗透性强的城市规划设计方式。

## 城市化可以成为人类文明繁荣与进步的引擎

当今城市规划发展中的众多挑战——从越来越稠密的人口到各种各样的自然灾害——无不敦促我们从新的角度去尝试应对。在此过程中，“合并”这一概念至关重要，其中涉及诸多不同领域及问题的碰撞与连接，如交通工程与环境恶化之间的关系、公共部门与私人部门之间的关系、国家政策与地方政策之间的关系等。可持续发展目标第11项中也强调，要加强城市化的包容性和可持续性，并在所有国家中设立可持续的人居发展与管理体系。

这一理论也早已被投入到实际操作当中。2013年通过洛克菲勒基金筹资成立的非政府组织“100座最具弹性城市”就是一个很好的例子。通过设立在伦敦、纽约、新加坡以及墨西哥的办事处，该机构将一众备选城市（来自全球各地超过1000份城市申请中选出）有机的联系起来，共同分享各自在发展中总结的技术与经验。

不可否认，如今全球各城市中都存在着被《雅典宪章》忽略的诸多问题，尤其

体现在由高速城市化所带来的社会分化、文化断层、民族矛盾，以及针对这些问题所制定的不合理的新规划方案上。与此同时，土地投机和愈演愈烈的阶级分化也使情况变得更加不容乐观。除此之外，《雅典宪章》所提出的道路建设策略，更导致了大部分城市人口的流离变迁，让他们在重新定居后，面临交通不便、工作难找的一系列困境。这也正是为什么《新城市议程》中要一再强调让城市在各方面变得更加包容的重要性。

保留或重建街区生活是达成这一目标的途径之一。相较于一次必要的改变，霍安·克洛斯更愿将其视作一次由基多会议所衍生出的机遇和发展工具：“城市化可以成为人类进步与繁荣的动力。”此外，我们还可以通过它创造一个双赢的局面：“我们应该把城市化看作是一种投资而非一次花销，因为它所带来的价值相比，花销完全可以忽略不计。”■



Illustration by LAVA BEIJING

## Exploit your Disasters: Rebuild by Design 利用灾难：通过设计来重建

A Conversation with **Henk Ovink**  
By **Anouchka van Driel**  
何京蕴对话汉克·欧文科

### An Exceptional Competition 一场特殊的竞赛

#### AVD: How did a highly revolutionary project such as Rebuild by Design get started?

HO: Hurricane Sandy hit New York in October 2012 and President Obama installed the Hurricane Sandy Rebuilding Task Force naming Shaun Donovan, Secretary of Housing and Urban Development as its Chair. Donovan visited the Netherlands for inspiration on how to tackle these complex water and climate risks and he asked me to join the task force specifically to look at the resiliency questions, the future proofing of the region, innovation and public-private partnerships. I developed Rebuild by Design as a competition by collaboration. A competition to bring everyone in this region together to work with global talent to envision a better future. Developing projects with transformative impact we could immediately start to build in preparation for future challenges.

#### “通过设计来重建”这样一个极具革命性的项目是如何开始的？

飓风桑迪在2012年10月袭击纽约，时任总统奥巴马成立了飓风桑迪重建专案组，任命住房和城市发展部部长肖恩·多诺万为主席。多诺万去荷兰考察如何应对这些复杂的水和气候风险，他邀请我加入专案组，专门研究弹性应对问题、未来的区域防范、创新和公私合作关系。我设立了“用设计来重建”这样一种合作竞争模式，聚集这个地区的所有人，与全世界的人才一起合作，展望更美好的未来。通过开发具有变革性影响的项目，我们可以立即着手建设，为未来的挑战做准备。

#### AVD: Why is this a very special competition?

HO: It was not an ideas competition for known problems. It was a competition where a selected group of ten teams, experts from all over the world, worked together with over five hundred organizations in the New York - New Jersey region to discover the region's interdependencies and vulnerabilities in regards to climate change. While at the same time pin-pointing the best opportunities for change, places where we could build resiliency solutions that really would be transformative, have an impact, and we could replicate and scale up. I strongly believe when rebuilding becomes a “copy and paste” of what was, or at best a re-imagining of what was destroyed, we fail to exploit our disasters.

#### 为什么说这是一场非常特殊的竞赛？

这不是一场针对已知问题的创意竞赛。这是一场由十个团队组成的竞赛，它们包括了来自世界各地的专家，与纽约-新泽西地区超过五百个组织合作，发现该地区在气候变化方面的相互依赖性和脆弱性，同时指出改变的最好机会和场所，让我们能够开发出真正具有影响力的弹性应对方案，能够在整个地区甚至全世界复制并扩大规模。我相信，如果重建只是对旧有面貌（或是对旧有面貌的再想象）的简单的复制粘贴，就意味着我们没有充分利用灾难。“通过设计来重建”采用了合作方式，在所有利益相关者之间建立起一种能力，这种能力有助于我们传播所有这些甚至更多的创新方法。



Illustration by LAVA BEIJING

**Henk Ovink** is Principal of Rebuild by Design and Special Envoy for International Water Affairs, Kingdom of The Netherlands. He served on President Obama's Hurricane Sandy Rebuilding Task Force and developed and led Rebuild by Design, which was awarded the inaugural “Most Groundbreaking Federal Challenge or Prize Competition” by the US Federal Government.

**汉克·欧文科**是荷兰“用设计来重建”项目负责人及国际水务特使。他曾服务于奥巴马政府的飓风桑迪重建专案组，发展并领导用设计来重建，这项工作被美国联邦政府授予“最具突破性的联邦挑战或奖项竞争”。

### The Impact of Funding 资金的影响

#### AVD: A groundbreaking project needs a groundbreaking funding structure, could you tell a little more about this?

HO: To be able to really leverage the potential of this competition the Federal Government promised implementation dollars, funding to really build the ideas. At the same time the process to get there was funded by foundations, led by The Rockefeller Foundation. Can philanthropy's millions be the mechanism and catalyst to leverage the Federal billions in a more resilient way? Yes - Rebuild by Design helped all stakeholders leapfrog into the future, by literally buying time with Rockefeller funding to collaborate and innovate and thus catalyze and scale up the resilience investments.

We got over forty opportunities in the region for the design teams to explore, and developed ten of them



further in local coalitions with international design teams. We selected six of them as winners and all those six projects are now in the implementation phase. We dedicated almost a billion dollars at first to implement these six projects and that billion is now more than matched.

**一个突破性的项目需要突破性的资金结构,你能就此谈一谈吗?**

为了能够真正利用这场竞赛的潜力,联邦政府承诺了实施资金,提供资金来使这些想法成为现实。此外,洛克菲勒基金会等机构资助了这一进程。慈善机构的数百万资金能否成为灵活利用联邦数十亿美元的动能和催化剂?通过设计来重建帮助所有利益相关者大步进入未来,利用洛克菲勒基金来争取时间,以进行合作和创新,进而促进和扩大弹性投资。

当基金会看到他们的数百万美元资金能够对联邦政府的数十亿资金产生杠杆作用,这种参与真正是用于政府在努力——不是修复,也不是用于可能再次造成绝望局面的投资上,而真的是在一些创新、全面和协作的东西上,那么它就能够成为动能和催化剂。这种合作关系、集体能力和筹资方法的影响远远超出“用设计来重建”项目或桑迪影响地区。它启发了所有合作伙伴。

我们在该地区为设计团队提供了超过40个探索机会,与国际设计团队在本地联盟中进一步开发了其中十个。我们从中挑选了六个获奖者,这六个项目现在都在实施阶段。最初投入了将近十亿美元来实施这六个项目,现在已经远超过这个金额。

**Copy-Paste: Culture and Ambition**

**复制粘帖:文化与抱负**

**AVD: Beyond the competition, how did the ideas inherent in it move on to have a larger impact?**

HO: This collaboration between the Foundation, the Federal Government and all those regional and local stakeholders led to the development of the National Disaster Resiliency Competition. A competition for the whole of the US, where many different disasters happened in recent years, using the same funding model and partnership. This partnership again was a success, helping the US leapfrog towards a more resilient culture

Next to that; the need for innovation, the need for challenges and cross cutting collaborations, and the need for a different response to resiliency is clear and critical. Rebuild by Design’s team partnered with 100 Resilient Cities of The Rockefeller Foundation to drive and develop this so much needed resilience innovation in different places across the world.

**在竞赛之外,其内在理念将如何发展以产生更大的影响呢?**

基金会、联邦政府和所有区域及地方利益相关者之间的合作,促成了国家灾害弹性竞赛的发展。美国近几年又发生许多不同的灾害,为此洛克菲勒基金会再次为其进程、建设能力提供资金,以获得更好的理解,推动政府和私营部门合作伙伴变得更加具有弹性;而联邦政府又投入了十亿美元,以贯彻实施获胜方案。这又是一次成功的合作关系,推进了上升能力和理解力,也是帮助美国迈向弹性文化的一种抱负。

其次,创新的需要、挑战和交叉合作的需要,以及对弹性应对的需要是明确而关键的。用设计来重建团队与洛克菲勒基金会的“100座最具弹性城市”合作,在全球不同地方推动和发展这一非常必要的弹性创新。

**AVD: Would a project like this be able to translate in some way into a Chinese context, in other words do you think a Chinese Rebuild by Design is possible?**

HO: Of course, Rebuild by Design should be an inspiration for the world! But not a copy-paste one.

Rebuild by Design is not a blueprint. It was a very specific response to a disaster in a very specific region.

Climate change hits China every day, droughts, storms, floods and flash floods on its coast, in its cities. Environmental issues are critical but if they’re not surfaced and if there’s no political will and leadership - political and societal - then a challenge or a competition like Rebuild by Design has no ownership, has no leverage, no capacity. So the lesson is not to copy paste Rebuild by Design but its culture and ambition: the culture for collaboration and innovation and the ambition to really race the future complexity as the best opportunity for change.

I do think that the need for innovation and the ambition for innovative approaches and solutions in China are two sides of the same coin. There is a real urgency and appetite for new solutions, new approaches, new ways of dealing with climate created risks, the need and ambition for a better understanding of that complexity, matched with a leadership that really is looking for investment opportunities. And China in so many ways is leading the way, leading the world towards better and faster mitigation approaches, delivering on its promise to its people and the world. China sets the standard in many ways, so Rebuild by Design if picked up in its culture by the Chinese really can help build a better world.

**这样的项目是否能以某种形式转化到中国情境下?换句话说,你认为是否有可能创立一个中国的用设计来重建项目?**

当然,用设计来重建应该是对全世界的启发——但不是说复制粘帖。用设计来重建并非一个蓝图。它是针对一个特定地区里一场特定灾难的应对,联邦政府为此投入了六百亿美元,联合了23个联邦机构,而这些机构在正常情况下是各行其是的,它针对的是一场造成了超过六百亿美元损失的风暴灾害,而且得益于一位致力于解决美国的气候挑战、将纽约地区重建转变为最佳案例的总统的支持。

气候变化每天都在袭击中国,中国沿海和其他城市每天都要面对干旱、风暴、洪水、山洪爆发等问题。环境问题至关重要,但如果它们没有浮出水面,如果没有政治意愿和领导(政治性的和社会性的),那么像“用设计来重建”这样的挑战或竞赛就没有所有权,没有影响力,没有生产力。因此,它能带来的经验不是复制粘帖,而是其文化和抱负:合作、创新文化,以及将未来复杂性视为最佳变革机会的雄心。

我认为在中国创新需求与对创新方法及方案的雄心是同一问题的两面。对应对气候变化风险的新方案、新方法、新途径的需求是迫切的,这一需求加上更好地理解这种复杂性的雄心,与正在寻求投资机会的领导力量相匹配。中国在很多方面都一路领先,给世界带来更好更快的缓解方法,向国民和世界兑现其承诺。中国在很多方面设置了标准,因此如果中国决定借鉴“用设计来重建”的文化理念,将有助于建设一个更美好的世界。

从东南亚区域角度上来说,正是中国的投资和国际战略设定了基调。亚洲基础设施投资银行(AIIB)是一种不同于其他种类的多媒体数据库,“一带一路”倡议无疑带来了一种在全球各地均无先例的新的转折,所以确实在中国和东南亚地区有更多的机会。

这确实要求也确实依赖于意志力、生产力和领导力来迎接挑战。

**Resilient Leadership – The Politics of Design  
弹性领导力——设计政治学**

**AVD: What does this mean in terms of the required political climate?**

HO: Rebuild by Design was a success because president Obama embraced it. Without his leadership in taking climate change deadly seriously, we all know nothing would have happened. You would not easily see



Rebuild by Design develop in Europe right now, where the capacity to innovate and collaborate across the continent are caught in a different geopolitical debate.

If there is no political grit, Rebuild by Design becomes a technical exercise; it was as much about culture and therefore politics as innovation and design. If you want to make an impact you need a coalition that cuts across politics and that’s different, and I think China is definitely up for that. That would be amazing, a game changer in itself, but never easy.

**这需要什么样的政治气候?**

“用设计来重建”项目的成功得益于奥巴马总统的支持。如果他的政府没有非常严肃地对待气候变化,把这个问题带到世界各地再带回国内,我们都清楚什么变化也不会发生。他的领导力至关重要,尤其在现阶段我们就能看到这种领导力是多么关键。这样的项目现在很难在欧洲发展起来,鉴于整个欧洲大陆的创新和协作能力都陷入了对地缘政治的辩论中,而且气候变化问题还没有被欧盟视为改变游戏的关键要素。气候变化和创新还没有政治参与,但谁知道呢,它应该有。

如果没有政治上的勇气,“用设计来重建”就变成一项技术练习;它只相关于文化,政治才相关于创新和设计。如果想产生影响,就需要一个跨越政治的联盟,我认为中国已有足够的准备。那就会很壮观,能改变全局,但也绝非易事。

**AVD: To conclude, can you elaborate a bit more on the connection between design and politics that has been somewhat of a thread through your career?**

HO: A month ago the World Meteorological Organization came out with a report and said in their announcement “we are now in uncharted territory”. If the most trustworthy scientists of the world say “we don’t know” and nobody worries, we are lost.

It’s crucial for the fields of design and politics to intersect and collaborate because there is an increasing disconnect between the decision makers and the political conversation and therefore societal opinion on what is at stake.

Design is not only an argument for innovation, it is a key driver. Design has the capacity to bring everything and everyone together, to be inspirational and aspirational and with that be very political.

**最后,你能详细阐述一下设计和政治之间的关系吗?它似乎是你事业生涯的分水岭。**

一个月前,世界气象组织(我得说,这大概是有史以来最无聊的组织了,穿着白大褂的男人女人只看真实数据和铁一般的事实)发布报告,报告中称“我们现在处于未知的领域”。如果世界上最值得信赖的科学家说“我们不知道”而且没有人担心,我们就输了。

设计和政治领域的交叉和合作至关重要,因为决策者和政治对话之间正在逐渐脱节,导致社会舆论无法明确知道利害攸关的是什么,我们面临的真正挑战是什么,以及这些挑战如何通过世界各地的科学、研究、学术界、专业人士和社区得到解决。

设计不仅是创新的论据,也是关键驱动力。它有助于建立合作关系,推动全面性和包容性方法,设计能够把所有这些方面结合起来,着眼于未来并分析过去。设计有能力把一切事物、所有人聚集在一起,有能力启发创意、激发抱负,也因此具有了相当程度的政治性。我们需要那种渴望和抱负,需要那种能跨越和改变世界的启发。

\*This conversation has been edited and condensed for clarity and space.

\*为清晰起见及篇幅所限,对话经过了提炼编辑。



# Creating Resilience, 100 Cities At A Time

## 100座最具弹性城市

By Anouchka van Driel  
作者:何京蕴

### 100 Resilient Cities

100 Resilient Cities (100RC) is a ground-breaking programme initiated by the Rockefeller Foundation dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges of the 21<sup>st</sup> century. The initiative kicked off in 2013 and quickly saw a large number of applicants, over 1000, eager to participate, with a final line-up of 100 announced in May 2016. The selection process engaged a team of judges who looked for innovative mayors, catalysts for change, a history of building partnerships, and an ability to work with a wide range of stakeholders.

To build resilience in cities around the world 100RC looks at “shocks” and “stresses”. Shocks - earthquakes, fires, floods, etc. - but also stresses that weaken the fabric of a city on a day-to-day or cyclical basis. By incorporating analysis around these two in the drive for resilience, a city can better respond to adverse events to keep delivering basic services, in both good and bad times, to all its citizens.

For its network, 100RC outlines a roadmap for resilience in four steps. The first is to provide guidance for the establishment of a new role within the local city government - a Chief Resilience Officer (CRO) tasked to lead the city’s efforts in its path to resilience. The second consists of assisting with the development of a resilience strategy by providing expertise. Third, the programme provides access to tools, service providers, and partners from the private, public, and non-profit sectors to help cities develop and implement their strategy. The fourth stage provides access to the 100RC Network, to share experience, best practices and expertise, to ultimately learn from one another.

100RC states that through these offerings, the programme aims to not only help individual cities, but to facilitate the creation of a global practice of resilience building.

Learn more about 100 Resilient Cities at:  
[www.100resilientcities.org](http://www.100resilientcities.org)

“城市首席弹性指挥官是城市弹性建设议程的高级及唯一联络人,是市长或城市管理者的首席顾问,也是政府各部门间以及与社会各界之间的召集人。”

劳伦·索尔金 (“100座最具弹性城市”亚太地区城市和实践管理部区域联合主任)

“100座最具弹性城市”是由洛克菲勒基金会发起的计划,旨在帮助全球城市在21世纪成为在物理、社会和经济方面都极具弹性的城市。该项目于2013年启动,立刻吸引了大量申请者,超过1000座城市期望加入该项目,至2016年5月,共有100座城市入选。遴选工作由评审组执行,评审条件包括城市市长的创新性、变革所需的条件因素、建立合作伙伴关系的历史,以及与各利益相关者开展广泛合作的能力。

为了在城市中创造弹性,该计划主要关注“冲击”和“压力”。“冲击”指地震、火灾、洪水等,“压力”指那些日常或周期性削弱城市肌理的因素。以弹性为目的,对上述两种情况进行综合分析,城市就能够更好地在各种事件中,无论时机好坏,持续向市民提供基础服务。

项目建设分为四个步骤:一,指导城市地方政府设定一个新的职务——首席弹性指挥官(CRO),负责城市的弹性建设战略;二,提供专家,指导城市的弹性建设战略;三,项目为城市战略的开发和实施调动私人、公共及非营利机构的合作者或服务商,获取弹性建设所需的工具和服务;四,提供进入“100座最具弹性城市”网络的途径,共享经验、最佳案例及专业知识,最终达到互相学习的目的。

通过这些计划步骤,项目将不仅为单个城市提供帮助,还将协助创建全球的弹性营建。

更多关于“100座最具弹性城市”的信息请见:  
[www.100resilientcities.org](http://www.100resilientcities.org)

“BUILDING RESILIENCE IS THE WORK OF OUR GENERATION, IT’S NOT WORK THAT CAN BE COMPLETED IN A SHORT TIME.”

Lauren Sorkin, Regional Co-Director,  
City and Practice Management, Asia and Pacific, 100RC

### Building City Resilience in China

As told by Horng Dar Lim, Associate Director, City and Practice Management, 100RC

A number of Chinese cities are also part of the 100RC Network, however the selection process for them to join was slightly different. 100RC established a strong partnership with the Chinese government in evaluating them and worked closely with the China Center for Urban Development (CCUD) of the NDRC to assess suitable candidates and a final selection of four was made.

The first city to join was **Huangshi**, close to Wuhan. The city was selected because of its challenges in water management as well as its task of turning an old economy into a new one.

The second city is **Deyang**, chosen because of the seismic risks it faces. The 2008 earthquake heavily affected the city, though its recovering efforts proved remarkable and will likely be incorporated in the city strategy that is currently being developed. At the same time, the plan will aim at connecting other regional centres such as the provincial capital of Chengdu to form a mega-city framework as part of the current Chinese policy plan.

A newer city, **Haiyan**, is China’s first “nuclear city” - the country’s largest nuclear power plant is located only 10 kilometres from the city’s urban centre. It therefore faces major coastal risks. 100RC is working with the local council in terms of disaster prevention and protection. In order to boost employment in the region Haiyan is also constructing a Six Flags theme park, building resilience through creating more permanent job opportunities.

The last city to join is **Yiwu**, a critical junction in the Belt and Road Initiative. Yiwu is home to the world’s largest community of wholesalers selling small consumer goods, with long established trade routes to Europe and the Middle East. The strategy for Yiwu focuses on helping it to better operate with all these cities on the Eurasian continent, as well as with the different foreign communities that are based in Yiwu.

Huangshi and Deyang were admitted to the network in December 2015 and Haiyan and Yiwu in May 2016; the cities are currently in different stages of the resiliency process.

### 在中国创建城市弹性

据“100座最具弹性城市”项目城市和实践管理部副主任Horng Dar Lim介绍:有几座中国城市也在项目网络之中,但针对中国城市的遴选过程稍有不同。项目与中国政府建立了较强的合作关系,并与国家发改委下属的中国城市发展中心合作对适合的候选城市进行评估,并最终选定了四座城市。

第一个入选城市是靠近武汉的**黄石市**,理由是其在水利管理方面面临的挑战以及旧有经济体制转新的巨大任务;

首个是**德阳市**,入选原因是其面临的地震风险。2008年大地震时德阳受灾严重,之后的恢复措施取得显著成效,也有可能被整合进现在正在研究的城市战略。同时,城市战略方案还计划与省会成都等周边区域中心关联,形成了中国政府推行的城市发展框架。

**海盐**是中国第一个核基地,中国最大的核电厂距市中心仅10公里。该市面临的重大风险是沿海风险,为此,项目与当地政府对灾害防护进行合作。为了促进当地就业,海盐正在建造一所六旗主题公园,通过创造更多永久性就业机会来构建城市弹性。

最后一个入选城市是**义乌市**,是“一带一路”的重要节点城市。义乌市是世界上最大的零售消费品批发商所在地,与欧洲和中东建立了长久的贸易关系。义乌战略的重点是优化其与欧亚大陆各城市的运营模式,及与当地各境外社区的关系。

黄石和德阳于2015年12月被列入“100座最具弹性城市”网络,海盐和义乌入选时间为2016年5月,因此它们目前处于弹性建设的不同阶段。

# 创意弹性 # CREATIVE RESILIENCE # 顺势而为的领导 # RESPONSIVE LEADERSHIP



## Paris Navigating Gym

Working with the leading fitness equipment manufacturer Technogym, the non-profit architecture group Terreform ONE and the urban regeneration institute URBEM, Carlo Ratti Associati has unveiled the Paris Navigating Gym project, a human-powered gym boat that cruises along the Seine River by using energy sourced from passengers' workouts.

Developed in a preliminary concept by Terreform in 2008 for NY City, the gym for Paris will allow people to inhabit the river all year long.

The augmented-reality screens installed on the boat will show guests both the quantity of energy sourced from their workout, and data about the Seine's environmental conditions, tracked in real time by sensors incorporated on the vessel. Encased within a transparent glass covering, open in the summer, the gym allows an extraordinary view of the urban panorama. The feasibility of the project is ensured by further analysis made by URBEM (business strategy) and UR Lab (urban strategy).

### 巴黎漂浮健身房

“巴黎漂浮健身房”是Carlo Ratti公司与健身器材领先制造商Technogym、非营利建筑组织Terreform ONE和城市再生研究所URBEM合作完成的项目，这是一艘以乘客健身产生的能量为能源，能在塞纳河巡航的人造健身船。漂浮健身房由Terreform在2008年为纽约市提出的初步概念发展而来，允许人们长时间居住在船上。增强现实屏幕能显示出健身产生的能量数值，船上的实时跟踪传感器可提供塞纳河环境条件数据。健身房顶部装有透明的玻璃罩，夏季开放，乘客能欣赏城市景观。URBEM (业务战略) 和UR实验室 (城市战略) 的进一步分析将确保项目的可行性。



# BUILT ENVIRONS: MOBILITY # 城市建成环境：移动性

## International New Town Institute 国际新城镇研究所

The International New Town Institute (INTI) is a worldwide think-and-do tank based in the Netherlands, dedicated to improving the quality of cities, with a focus on New Towns built in the 20<sup>th</sup> and 21<sup>st</sup> Century. INTI is an independent non-profit organization and not a promoter of New Town planning.

In order to improve the quality and sustainability of future New Towns, we can learn from existing New Towns today. Why? Because New Towns have many similarities: they were designed from scratch according to planning doctrines of one specific period, they have experienced relatively fast urban growth, they demonstrate specific demographic patterns and they contain a homogeneous housing stock. The result of all

this is that many New Towns struggle with the same problems: a uniform demography, a lack of educational, cultural or other facilities and too little diversity in the housing stock. Because of their young age, New Towns also face a lack of history and identity and usually suffer from image problems. Because many New Town developments are quite similar, also their challenges are often quite predictable. Many of these planned cities are nowadays regarded as unsuccessful either economically or socially.

Today, we see a new wave of New Towns being built at an unprecedented rate in the fast-growing economies of Asia, Africa and Latin America. Brand new cities are seen as an instrument for economic growth and rapid urbanization. Usually they are examples of privatized urban planning and become enclaves next to sprawling metropolises. Their formal urban design distinguishes them from the largely informal character of the existing cities. Given INTI's global experience with New Town planning, we see problems of segregation and social exclusion being exacerbated by the

building of New Towns. Social and cultural ambitions are lacking. INTI aims to propose alternative designs, ideas and strategies to improve the quality of life in these new cities. Huge investments are going into these New Towns. But while economic factors are prevailing, we think an infusion of New Town planning and regeneration with other factors like integral planning, social sustainability, local culture and residents' participation is very necessary.

In order not to make the same mistakes as were made during the

### INTI STUDIES THE PAST, PRESENT AND FUTURE OF PLANNED COMMUNITIES IN AN URBANIZING WORLD.

twentieth century, it is important to learn from the experiences with New Towns in Europe, the USA and elsewhere. Improving, rather than repeating past mistakes requires a specialized platform for the exchange of knowledge and practice. INTI is that platform. INTI studies the past, present and future of planned communities in an urbanizing world. It serves a unique role in bringing together multidisciplinary expertise and experience in a wide range of activities in collaboration with public, private and academic partners. INTI initiates studies, offers educational programs, and organizes public events and lectures. All of these activities contribute to the institute's objective to improve the quality of life in new cities worldwide.

INTI is focusing on cities in different continents: Shenzhen (China); Chandigarh (India); Nairobi/Nakuru (Kenya); Tema (Ghana); Alamar (Cuba), Cape Town (South Africa), and Curitiba (Brazil). The New Town Almere (Netherlands) adds the expertise and the experience of the Netherlands to the project.

[www.newtowninstitute.org](http://www.newtowninstitute.org)

Read INTI Program Director Linda Vlassenrood's research on Dalang New Town in Shenzhen - page 90.

国际新城镇研究所 (INTI) 是一个位于荷兰的世界性智囊/行动组织，致力于提高城市品质，聚焦在20和21世纪兴建的新型城镇上。INTI是一个独立的非营利组织，并非新城规划的推动者。

为了提升未来新型城镇的品质和可持续性，我们要向现有的新城镇学习。这是因为新型城镇有许多相似之处：它们都是根据某个特定时期的规划理论从零开始规划的，都经历了相对较快的城市增长，表现出特定的人口结构，且都包含了同质化的住宅类型。这一切导致许多新城镇面临着同样的问题：统一的人口结构，教育、文化或其他设施匮乏，住宅千篇一律。由于年份较短，新城镇同样面临着历史和身份的缺失，经常存在城镇形象的问题。由于许多新城镇的发展都非常相似，它们所面临的挑战也往往是可预测的。这些规划新城如今很多都在经济或社会层面被认为是成功的。

今天，我们看到在经济快速增长的亚洲、非洲和拉丁美洲，新一波的新城镇正在以前所未有的速度建设起来。全新的城市被视为经济增长和快速城市化的工具。它们通常是私有化城市规划的范例，会沦为大城市附近的飞地。规范化的城市设计使它们区别于现有城市的非正式特征。INTI在新城镇规划方面具有全球性经验，我们因此会看到新城建设正加剧种族隔离和社会排他问题。它们缺乏社会和文化层面上的追求。INTI旨在提出替代性设计、理念和策略，来提高这些新城里的生活品质。大量资金被投入在新城建设中，但是，尽管经济因素盛行，我们认为，在新城规划和更新中融入整体规划、社会可持续性、地方文化、居民参与等其他因素是十分必要的。

为了不重蹈20世纪的覆辙，学习欧洲、美国和其他地方的新城经验非常重要。改进而不是重复过去的错误，这需要一个专门的知识交流和实践平台。INTI就是那个平台。INTI研究城市化世界中已规划社区的过去、现在和未来，它在与公众、私人 and 学术合作伙伴的广泛活动中汇集了多学科专业知识和经验，发挥了独特的作用。INTI发起研究，提供教育计划，组织公共活动及讲座。所有这些活动都将有助于研究所实现提升全世界新城生活品质的目标。

INTI目前的研究重点在各大洲的不同城市上：深圳 (中国)、昌迪加尔 (印度)、内罗毕/纳库鲁 (肯尼亚)、特马 (加纳)、阿拉玛 (古巴)、开普敦 (南非)、库里提巴 (巴西)。对Almere新城的研究也为项目带来了来自荷兰的专业知识和经验。

[www.newtowninstitute.org](http://www.newtowninstitute.org)

在此阅读INTI项目总监Linda Vlassenrood关于深圳大浪新镇的调研报告 -90页

# URBAN REMADE # 城市再生



# Fiume Verde (Green River)

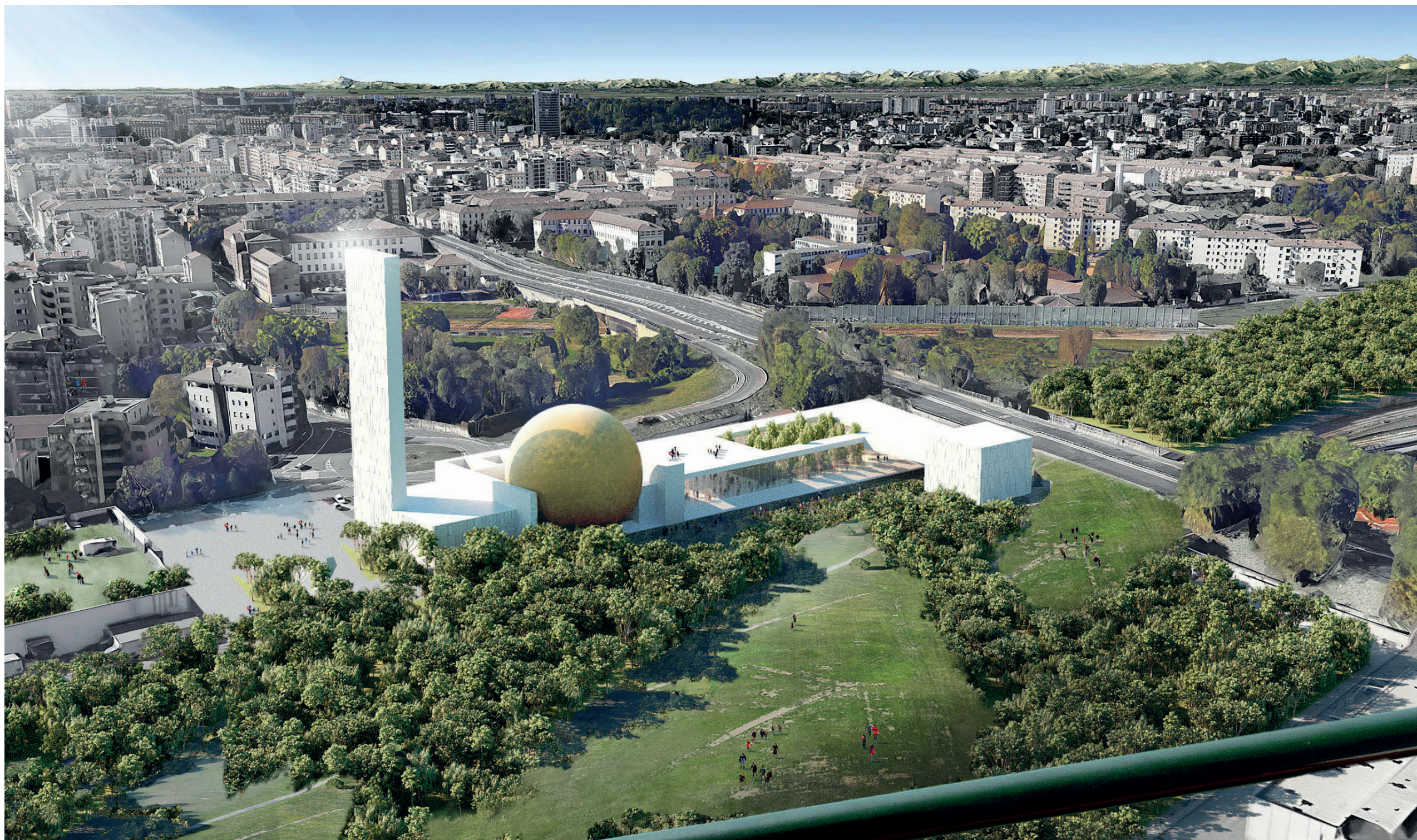
## 绿河

Stefano Boeri Architetti  
斯蒂法诺·博埃里建筑师事务所

Developed by Stefano Boeri Architetti together with a multidisciplinary team (ARUP, Quinzii Terna Architettura, MIC - Mobility in Chain and Studio Laura Gatti) Fiume Verde (Green River) is a urban reforestation project part of Scali Milano, a public consultation announced by Fs Sistemi Urbani to rethink the future of seven of Milan's abandoned rail yards. This large scale urban regeneration plan is imagined to create one million and a hundred thousand square metres of parks, hills and gardens. The project would consist of 90% of uninterrupted green (parks, oasis, fruit gardens) for communal use, while 10% would be dedicated to high density urban areas including social and young professionals housing, to culture and public services (kindergartens, libraries, clinics) and green Metropolitan Towers. With an urban mobility ring (the new MM6 metro line on surface) and an underground structure to profit from geothermal energy from stratum water, it is calculated that in one year Fiume Verde would absorb fifty thousand tons of CO<sub>2</sub>, produce two thousand tons of oxygen and cut down three hundred tons of pollutants.

Fiume Verde (绿河) 是由斯蒂法诺·博埃里建筑师事务所与一个跨学科团队(包括奥雅纳、Quinzii Terna 架构、MIC - Mobility in Chain、Laura Gatti 工作室)合作进行的一个郊区再造林计划。它是 Scali Milano 项目的一部分,此项目由 Fs Sistemi Urbani 发起,旨在重新思考米兰七个被弃用的铁路站场的未来。这个大规模的城市改造计划将创造110万平方米的公园、山丘和花园,其中90%是未被破坏的共享绿地面积(公园、绿洲、果园),另外10%将用于高密度城市地区,包括社会和青年专业人士住房、文化和公共服务(幼儿园、图书馆、诊所),以及绿色“都市塔”。随着城市交通圈(新的MM6地铁线路)和从地下水中获得地热能源的地下结构的建造,据算,- Fiume Verde 一年内将吸收5万吨二氧化碳,产生2000吨氧气,可减少300吨污染物。

# BUILT ENVIRONS: ENERGY # 创意弹性





## — The Impact Hub Network Global Routes of Social Innovation

Initiatives that celebrate the empowerment of local communities and grassroots innovation have multiplied in recent years - certainly new attempts at alliances among various stakeholders from public to private actors, are potentially conquering a new territory of co-actualization vital in our challenged times. The Impact Hub initiative has been around for more than fifteen years now and set an example for many, spreading a global movement that today connects more than 45 cities around the world.

The first Impact Hub opened in 2005 in London, where it remains active, designed to embody a new “spirit of grassroots entrepreneurship”, borrowing from what already was setting stage for a form of crowd-sourced innovation made of connected people and ideas commonly motivated to bring positive change to society via a cross-fertilization of skills and entrepreneurial ventures. Hubs are essentially brewing open grounds for exchange and co-production, therefore a physical space that offers a flexible and highly functional infrastructure to work, meet, learn and connect. Through thought-provoking events, innovation labs, learning spaces, incubation, programmes and facilitated conversations that support positive impact, members of Impact Hub operate to generate new ecosystems for social innovation in the cities and places where they are collectively created.

The Impact Hub Network is present with more than 80 locations in cities like Amsterdam, Johannesburg, Singapore to San Francisco, with a community of over 15,000 members and counting. At the time of writing 26 more hubs are in the making. While each is diverse in its composition and events are independently run, the Hub Makers are connected globally driven by a common purpose to generate impact for the communities they are embedded in. From organizations, businesses to individuals Impact Hubs are aggregators for entities that recognize the vital importance of collaborative making responding to common challenges for mutually beneficial solutions.

To join the network and learn more about the activities the website [www.impacthub.net](http://www.impacthub.net) offers maps and reports. The myriads activities purported by the members are archived under [www.impacthub.net/stories](http://www.impacthub.net/stories).

### The Inclusive City Observatory Project

**包容性城市观察项目** The project is a space for analysis and reflection on local social inclusion policies. It contains over sixty case studies on innovative policies for community development, access to basic services, gender equality, environmental protection and the eradication of poverty, among others. The initiative has been developed with the scientific support of Prof. Yves Cabannes from the University College of London (15 case studies) and a team of researchers from the Centre for Social Studies (CES) at the University of Coimbra.

该项目为当地包容性社会政策分析提供的空间。项目包含超过60个有关社区发展创新政策、基础服务、性别平等、环境保护和消除贫困等案例分析,由伦敦大学学院教授伊夫斯·卡巴纳和葡萄牙牙科英布拉大学社会研究中心的研究团队提供学术支持。

[www.uclg-cisdp.org/en/observatory/map](http://www.uclg-cisdp.org/en/observatory/map)

## — The Global Humanitarian Lab A Fablab with a Humanitarian Focus

Launched at the World Humanitarian Summit 2016 in Geneva, the Global Humanitarian Lab (GHL) is a unique initiative that places “making” at the heart of humanitarian actions. Founded by David Ott with CEO Olivier Delarue, former Innovation Lead at the United Nations High Commissioner for Refugees (UNHCR), the Lab brings innovation fostered through digital fabrication and crowdsourcing to the humanitarian sector in recognition of its immense potential to aid both relief organizations as well as the communities they serve.

Rapidity of response and field knowledge are mainstays of any action purported by such organizations worldwide, and institutional barriers often compromise the efficacy of their interventions as well as the possibility of cooperation among involved parties. GHL intends to bring innovation to the field, “leveraging local and global capacity to create participatory innovation and find solutions using collaborative approaches.” Setup in Geneva to benefit from the proximity of the headquarters of the organisations it serves, the lab will network with existing fablabs, tap into the global community of grassroots innovators and capitalize on the private and humanitarian sectors’ expertise to boost bottom-up solutions.

The idea germinated from the Red Lab, a fablab unit that Ott developed for the International Red Cross and Red Crescent Movement to explore ways in which open source and rapid manufacturing could be integrated to their actions. From that, GHL was born and further structured into not just a lab but an incubator and accelerator to scale solutions into market. Examples of the ideas and outcomes of such an initiative are impressive, and the aid they can bring to grassroots organizations themselves as well as the crowdsourced expertise they can gather, is exponential with lasting impact to the communities they target. For example, *Fieldready*, an NGO that empowers technology and design for efficiency in aid delivery, organized an online design challenge for a 3D printable oxygen valve splitter in order to more efficiently use oxygen in a field hospital. Local staff was trained on the fabrication process and produced the monthly required supplies. A doctor working in a context under embargo decided to design with colleagues a set of basic -but important- medical devices like, for example, a stethoscope which can be entirely fabricated with a 3D printer and some easy to source products ([www.github.com/gliax](http://www.github.com/gliax)).

### Beyond Millennials 超越千禧一代

**Valuing older adults’ participation in innovation districts** This study explores the reciprocal benefits that can accrue from older adults living, working, and supporting business growth in cities, and particularly the innovation districts within them. Taking Chattanooga, Philadelphia, and Seattle as test cases, it begins by describing why these environments can be good places for older adults to live.

#### 重视老年人在创新社区中的参与度

该研究认为老年人也可以从生活、工作、商业等方面支持创新区域的发展。以美国查塔努加、费城和西雅图为例,该研究从从环境方面描述了为什么这些地方适合老年人居住。

[www.brookings.edu/research/beyond-millennials-valuing-older-adults-participation-in-innovation-districts/](http://www.brookings.edu/research/beyond-millennials-valuing-older-adults-participation-in-innovation-districts/)

Using digital fabrication, easy to procure or recycled electronics and open source schematics and instructions, one can today fabricate -for a small fraction of the cost if procured- a fully functional “do it yourself biology lab”, with centrifuge, PCR, microscope, incubator controller, etc. ([www.gaudi.ch/GaudiLabs/](http://www.gaudi.ch/GaudiLabs/)). Another initiative is the Enable Makeathon event, which aims to crowdsource new, innovative solutions that enable people with disabilities who have specific needs that have, so far, been neglected as well as improving their employability.

GHL already counts on the support of a remarkable number of companies and organizations: the International Committee of the Red Cross (ICRC) has supported the idea from the very start; there are founding members ICRC, UNHCR, Handicap International, Terre des Hommes and the World Food Programme (WFP), and support from Hunt Consolidated, IKEA Foundation, Tent Foundation, UPS Foundation and Vodafone Foundation; academic institutions including the Center for Bits and Atoms at the Massachusetts Institute of Technology (CBA MIT), École Polytechnique Fédérale de Lausanne (EPFL) and University of Geneva; Médecins Sans Frontières (MSF) and tech communities, including the Fab Foundation, Field Ready, Impact Hub Geneva and IoT Bangalore. It has also received initial support from the governments of Australia and Switzerland.

[www.globalhumanitarianlab.org](http://www.globalhumanitarianlab.org)  
<http://enablemakeathon.org/>

## — Impact Hub网络： 社会创新的全球路径

近年来,围绕当地社区和基层创新能力的倡议成倍增加——当然,从公众到私人的各种利益相关者所做的新尝试,也成为我们所在的这个挑战不断的时代中至关重要的新领域,需要共同实现。迄今为止,Impact Hub的倡议已经推行了15年,在很多方面都树立了典范模式,已成为关联全球45个国家的全球性项目。

第一家Impact Hub开创于2005年的伦敦,目前它仍然活跃,其设计旨在体现新的“草根创业精神”,由相互关联的人及共同发起的理念将各种资源进行整合,通过技术和创业企业的跨界结合带来积极的社会影响。Hub的本质上是为交流和合作生产提供开放基础,从而形成一个具有高度功能性的灵活的物理空间,用来进行工作、会晤、学习和交流。通过各种启发式的活动、创新实验室、学习空间、潜在项目及促进对话,从而起到积极影响,Impact Hub的会员通过在其所共同创建的城市和地方的运作,发起社会性创新活动。

Impact Hub 网络已在阿姆斯特丹、约翰内斯堡、新加坡、旧金山等80多个城市设立,会员数超过15,000,并且在持续增加。在本文编写时,有超过26个Hub正在创建中。虽然每一个Hub的配置都具有多样性且都是独立运行的,全球Hub创建者有一个共同目的:对他们所在的社区产生影响。无论是组织、企业还是个人,在Impact Hub汇集的实体,都意识到在面对共同挑战时互惠互利是非常重要的。

更多与该网络有关的信息和活动可参见网站 [www.impacthub.net](http://www.impacthub.net) 该网站提供了各会员单位发起的各项活动的地图和报告[www.impacthub.net/stories](http://www.impacthub.net/stories)

## — 全球人道主义实验室： 关注人道主义的Fablab

全球人道主义实验室(GHL)于2016年在日内瓦世界人道主义峰会上正式启动,它的独特之处是将“制造”放在人道主义行动的中心位置。实验室由大卫·奥特 和联合国难民事务高级专员办事处前任创新领导、首席执行官奥利维尔·德拉鲁倡导,通过数字制造和众包资源的方式,对所在的人道主义救援组织及其服务的社区中的人道主义机构进行创新。

快速响应和实地知识是这些全球范围的组织开展行动的主要支撑,而制度障碍通常会损害行动的有效性及所涉部门间合作的可能性。GHL拟在该领域进行创新,“进行区域和全球平衡,通过参与性创新及协作方法寻求解决方案”。在日内瓦设立的目的是位于该项目所服务机构的总部附近,可以与现有各Fab实验室联网,开发基层创新者所在的全球性社区,利用私人和人道主义领域的专业知识推行自下而上的解决方案。

该理念源自“红色实验室”,这是奥特为国际红十字和红新月运动而开发的Fab Lab的一个组成,目的是探索如何在实际行动中结合开放源代码和快速制造技术。GHL由此诞生,而且其构建并不仅是一个实验室,而是一个进入市场的孵化器和加速器。该项举措的理念及其产生的结果令人印象深刻,他们能够给基层组织的协助及其所收集的大量专业信息的协助,都给目标社区带来持续的影响。例如,非政府组织Fieldready在辅助传送过程中使用相关技术和设计确保援助的效率,通过进行在线3D打印氧气阀分离器,提高野战医院有效利用氧气的目标,这是一项设计性挑战。对当地工作人员进行制造工艺培训,确保每月可生产所需的用品。在禁运的条件下,工作人员决定和同伴设计一套基础的但十分重要的医疗设施,如可以3D打印的产品(一个听诊器)和一些容易制造的源产品见([www.github.com/gliax](http://www.github.com/gliax))。通过数字制造,很容易获得或回收电子产品和开

放源代码的原理和说明,现在人们可以用离心机、PCR、显微镜、孵化器控制器等花费采购成本的一小部分,制造一个功能齐全的“自生生物实验室”(www.gaudi.ch/GaudiLabs/)。另一个举措是Makeathon,旨在通过新的信息源和创新方案,帮助身患残疾有特殊需要的人(或长期受到忽视的人)提高就业能力。

GHL得到了许多公司和组织的支持:红十字国际委员会从一开始就支持这一想法;诸如红十字国际委员会、联合国难民署、国际助残、人的土地和世界粮食计划署等都是创始成员;另外还有Hunt Consolidated、IKEA基金会、Tent基金会、UPS基金会和沃达丰基金会;麻省理工学院比特和原子中心、École Polytechnique Fédérale de Lausanne (EPFL)和日内瓦大学等学术机构;Médecins Sans Frontières (MSF)和Fab基金会、Field Ready、日内瓦Impact Hub、班加罗尔物联网等技术团体。项目在发起之初还得到了澳大利亚和瑞士政府的支持。

[www.globalhumanitarianlab.org](http://www.globalhumanitarianlab.org) <http://enablemakeathon.org/>

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# OPEN CITIZENSHIP

# 社会包容性

# SOCIAL INCLUSION

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# Hopeful Resilience 可适应性

By Orit Halpern  
作者:奥芮特·赫本  
Translation Evelyn Chen  
翻译:陈江虹

From the tailings of large open pit mines and omnipresent data centers to the over-concentration of capital in the hands of the few, we appear to be in an age of accumulation, feeling the weight of what once seemed so light. The internet and information has become concrete, literally utilizing the sand and metals of our earth to transmit its data in a manner not so different than constructing roads and buildings. So much weight makes us dream of being plastic and light, mobile, modulatory, capable of bearing all these materialities while continuing to sustain the technical and economic fantasies of eternal growth and novel change. It is perhaps of little surprise then, that since the 1970s, it is the word “resilience” that has become the figure of hope for planners, entrepreneurs, policy makers, and environmentalists alike. Resilience is a system’s ability to absorb shock and continue functioning. The best system is the one that can bear the weight, if we will, of dynamic change and flexibly respond to the accumulations of population, matter, contaminants, and money. The best ecology is one that can keep operating under a lot of pressure.

The 1970s marked the rise of another myth-reality, that of finance capital and derivatives. Finance is often presumed to be feather light and mobile, unattached to earthly matters. While financial instruments are often argued to be detached from the social and material processes that make commodities—understood as money making more money—as the recent 2008 “crisis” demonstrated, nothing could be further from the truth. Derivatives are financial instruments that allow a certain amount of something (mortgages, tables, anything) to be traded at some point in the future at an agreed upon price. One can also, for example, bet on the

cancellation of an order, or some other event changing the future price of the underlying commodity or security, and so forth. The result is that the size of derivatives markets exceeds the world’s GDP by twenty times. Despite being seemingly abstract and delinked from the present, derivatives also drive human actions. People build homes, take mortgages, and subsequently suffer when these markets move. As cultural theorist Randy Martin has argued, rather than separating itself from social processes of production and reproduction, the derivative actually demonstrates the increased inter-relatedness, globalization, and socialization of debt.<sup>1</sup> By tying together disparate actions and objects into a single assembled bundle of reallocated risks to trade, derivatives make us more indebted both to each other and to the earth itself, which is often the literal matter of such exchanges.

What then is the relationship between speculation and resilience?

Our contemporary condition, often labeled the Anthropocene, has unveiled the geological materiality of those things considered social and technical—financial instruments, digital media, and information economies—and forced us to ask by what tactics and strategies, by what affective techniques, do

we continue to speculate upon earthly destruction? How might we think together the seeming incommensurability of the material weight and geological timeliness of our earthly actions with the speed and mobility of globalized, computational, and machine traded capital? These questions emerged for me, quite viscerally, in the course of doing field work on the topic of logistics and smart cities. I became concerned with the forms of speculation and hope that continue to facilitate the on-going penetration of computation—both in terms of “smart”

从大型露天矿山的尾矿到无处不在的数据中心,资本过度集中在少数人手中,我们似乎处在一个积累的时代,却未曾像现在这样感受到这个时代所承载的重量。互联网和信息已经变得具象起来,其利用地球上的沙土和金属进行信息传输的方式,与道路和楼房的建设方式其实并无二致。感受着这份时代重量的我们,希望经济与技术发展能够更具可塑性、轻捷性、可移动性和可调节性,在保有这些特性的同时,还能继续保持永续增长和革新性。

从20世纪70年代开始,“适应性”一词受到了规划者、企业家、政策制定者、环境保护主义者等人群的关注。一个系统的适应性决定了这个系统是否能够承受冲击并持续运作。最好的系统可以承载重量、巨变并对灵活应对人口、物质、污染物和金钱累积带来的影响。最好的生态系统在强压之下也依然可以运作。

20世纪70年代标志着另一个“神话”的崛起,即金融资本及其衍生产品的产生。金融通常被认为是轻量 and 易变的,同时也是不接地气的。人们通常认为利用金融工具这种以钱生钱的方式,是与商品的社会和物质流程脱节的。然而近期2008年的金融危机可以证实,事实并非如此。作为一种工具,金融衍生品可以将一定数量的某物(抵押贷款,表格,任何东西)在未来某一时间点以商定的价格进行交易。人们还可以对订单的取消进行押注,或押注于其他一些会改变相关商品或证券未来价格的事件,等等。这样的结果就是金融衍生品市场的规模超过了世界GDP的20倍。虽然看似抽象和脱离现实,但是,金融衍生品也在驱动着人的行为。人们建造房屋,做抵押贷款,随后又因在市场发生的变化而遭受痛苦。就像文化理论家兰迪·马丁所认为的那样,实际上金融衍生品反映了债务的关联性、全球性和社会化正在不断增强,而非与生产和再生产的社会过程脱节。通过将不同的行动和目标捆绑成一个单一的重新分配风险的组装包进行交易,金融衍生品让我们彼此和地球本身更加受惠,这种交流形式的实质也就正在于此。

那么,投机活动与适应性之间存在着怎样的关系呢?我们生活的当代,常常被称为“人类世”(Anthropocene)。这个时代为我们展示了包括金融工具、数字媒体和信息经济在内的很多有着社会性和技术性事物的本质,我们不得不要问,是怎样的策略和情感让我们还在不断去进行投机活动?如今的资本呈现出全球化、

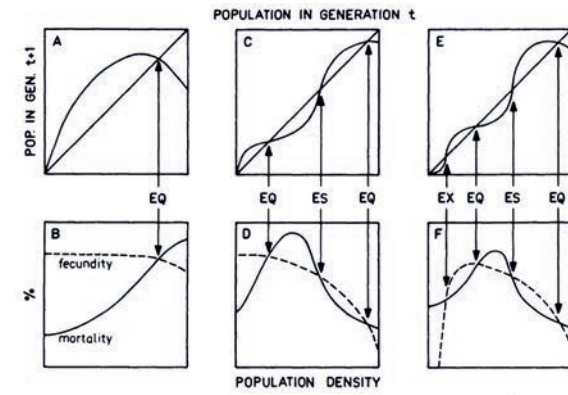


Diagram from C.S. Holling, “Resilience and Stability of Ecological Systems,” demonstrating theoretical examples of various reproduction curves (a, c, and e) and their derivation from the contributions of fecundity and mortality (b, d, and f).

来自C.S. 霍林《生态系统的可适应性与稳定性》书中的示意图,显示了各种再生产曲线的理论案例(a, c, e),以及它们因再生和死亡带来的衍生变化(b, d, f)。

cities, grids, logistical systems, and finance—into the earth. For architecture, the question becomes one of thinking how time and space are organized to allow for the continuous operation of development and design when there is a widespread recognition that current forms of urban planning, growth, and development are injurious to human and other forms of life. In order to begin confronting the logics of derivation, extraction, and speculation on negative futures, ones that accept the sacrifice of certain lives as necessary and justified for survival and even growth—what I am labeling “resilient hope”—I want to discuss two scenes from my research: one in West Bengal, India and the other in New York City, United States. While seemingly disparate, thinking through these sites as related to both financialization and extraction might offer us a better understanding of the forms of hope and speculation currently allowing us both to continue myths of economic and technical growth while embracing a future understood as finite and catastrophic.

## Disaster speculation

In March of 2016 I went to West Bengal to investigate both urban development in Kolkata and how Chinese capital is reformulating territory.<sup>2</sup> One site I visited was the city of Siliguri, located at the border between China, India, Nepal, and Bangladesh on a floodplain of the Himalayas, and therefore an essential component of the vast river systems that are central to life throughout the region. It is also a major site for the extraction of boulders and

砂 from the river beds that are used for road and building construction, of which there is currently a great deal of throughout the region. The Asian Development Bank has been investing large sums of money to develop a new “silk road” as part of a broader Asian Highway plan to increase and improve infrastructure throughout South and Southeast Asia. Accompanying this speculative infrastructure is also a real-estate development boom largely catering to foreign investment. Both the roads and condos demand massive financing and, of course, concrete. Concrete, in turn, demands sand particles that are clean, smooth, hard, and without clay, chemical coatings or other contamination. To make concrete one must use sand worn by water, which is usually dredged from a river or seabed.

以用于道路和建筑施工,目前在整个地区的交易量很大。亚洲开发银行已经在此投入了大量资金,开发一条新的“丝绸之路”,这同时也是泛亚公路计划的一部分,目的是增加和改善整个南亚和东南亚的基础设施建设。伴随这一投机性基础设施建设而来的还有房地产开发热潮,这在很大程度上吸引了外国投资。道路和公寓建设需要大量融资,当然,还有混凝土。相应的,混凝土要求砂粒干净、光滑、坚硬,不含黏土、化学涂料或其他污染源。生产混凝土,必须有砂砾和水,而砂砾通常是从河床或者海床挖取的。大量的临时劳工在恶劣的条件下工作,无休止地从当地的河床上采砂,导致西里古里周围水位下降、河流干涸,而印度和孟加拉的许多主要水源地也因此岌岌可危。

加尔各答位于西里古里市南面600公里。这个城市是地球最大和最密集的居住区之一,也是资本主义发展的核心地区,长期以来一直是全球贸易和商业的中心。拉贾哈特“新城”位于加尔各答第五区的IT科技园和机场之间,本是为了高科技企业 and 企业员工的高档住房需求所建,但是,高新技术产业并没有将其中心业务从班加罗尔等城市转移到那里,大量的外国企业也没有在那里开设办事处。由于外国公司减缓搬迁计划或者不愿意进行搬迁,今天拉贾哈特容纳的是二级服务提供商,他们向班加罗尔等其他地方的核心运营提供服务。拉贾哈特不仅没有成为人们预想中的“智慧城市”,而且一些发展甚至没有与现有的信息和带宽基础设施相连接。在拉贾哈特新落成的住房中(更不用说在印度),许多从来没有有人入住过(也可能永远不会有人入住),那些已经购置的住房也仅仅是国内外投资商的投机行为,豪华公寓和办公园区的建设依然在全速推进当中。这种脱节的发展态势下就有很多活生生的案例发生。2016年3月31日,一座新建的立交桥坍塌,造成多人丧生。过快的施工速度和劣质的混凝土、腐败、房地产行业投机买卖的速度及其所引发的效应都是这次事故发生的原因。

这种快速投机行为的产生源于这样一个事实,大部分的办公园区和住宅楼

A multitude of often disposable labourers working under deplorable conditions endlessly mine sand from local riverbeds, sinking water levels around Siliguri into the earth, drying up, and threatening a major source of water for much of India and Bangladesh.

Some 600 kilometers to the south lies Kolkata. One of the largest and densest settlements on Earth, the city was central to the development of capitalism and has long been at the heart of global trade and commerce. Situated between Kolkata’s IT park in Sector 5 and the airport lies Rajarhat “New Town.” Rajarhat was developed as a space for high-tech corporations and the luxury housing speculatively desired by their workers, but neither the high-tech industry shifted its central operations

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from other cities such as Bangalore nor did a large number of foreign corporations open their offices there. With foreign corporations being slow or reluctant to relocate, what exists in Rajarhat today are secondary service providers to central operations located in Bangalore and elsewhere. Not only did Rajarhat never achieve the designation of “smart city” it was supposed to, but some of the developments are not even hooked into the information and bandwidth infrastructures that are their purported raison d’être. While much of the new housing in Rajarhat (not to mention across India) has never been (and might never be) occupied—having been bought solely for speculation by domestic and foreign investors—construction continues full speed ahead on luxury condos and office parks. One of the more graphic demonstrations of this disjointed development came on 31 March, 2016 when one of the recently built overpasses collapsed. Many were killed as the result of overly rapid construction (which in this case means poor quality concrete), corruption, and the velocity of speculation and derivation in the real estate sector.

This rapid speculation emanates from the fact that most of these developments, both the office parks and the residential towers, are heavily leveraged. In a pattern repeated throughout the subcontinent, long before ground was ever broken both the debt and cost to the state and developers had likely been credit swapped with profits reaped by large investment banks located in the global financial hubs of Mumbai, New York, Frankfurt, and London.<sup>3</sup> While the function of zones such as Rajarat beyond financialization is unclear, as a result of the complex and entangled histories of caste, colonialism and capitalism, their development has already cost some 30,000 people their homes. Since previous inhabitants were from lower castes and never owned the land, dispossession by eminent domain was easy, and often with little remuneration. As a result, these people are forced to relocate and occupy the ubiquitous shanty towns of Kolkata, seeking transitory work in locations such as the port where they often supply, under enormous duress, the kind of labour that in other contexts would be automated. Lacking any public health, sanitation infrastructure or electrical grids, these individuals are literally worked to death. With their bodies no longer capable of unloading and loading the ships with the

efficiency and productivity necessary, dock workers are forced to retire by their late thirties.

## Rising Currents

Mirroring these scenes of graphic, territorial-scale violence are another set of marketing, technological and logistical endeavours that take part in a positive speculation on precarity and environmental destruction. One of the more recent demonstrations of hopeful speculation focused on the future devastation of New York City. The 2010 Rising Current exhibition at New York’s Museum of Modern Art took place moments before the real hurricane Sandy hit. One of the most popular projects exhibited was Oyster-ecture by Kate Orff/SCAPE, a project that has gone on to be funded to the tune of sixty million dollars.<sup>4</sup> The project, sited at Brooklyn’s Gowanus Canal, proposes to grow oyster reefs as ecological barriers. The very recruitment of an organisms’ body for and as infrastructure poses historically situated questions about what makes this new mode of managing speculation, populations, and futurity novel? And how

are these forms of speculation related to the discourse of “resilience”? The irony is that in serving as infrastructure, the oysters would slowly die off as a result of their dirty and inhospitable environments, with rising water acidity and temperature. This state of being used to death perhaps even goes

beyond the terms most often invoked to critique neoliberalism such as extraction and subsumption. This death, beautifully rendered by the architects, embraces not only this terminal destruction as aesthetically pleasing, but also the now-assumed inevitable destruction of much of New York by tidal waters.

Another project in the same exhibition, New Aqueous City by nArchitects, repeats this theme of destruction made visible and pleasing with a proposal for new zoning strategies and the literal use of “bottom up” design strategies, such as placing floatation devices on the bottom of buildings and sea walls.<sup>5</sup> The video that accompanied their proposal depicted a storm surge and narrated, by way of the architectural intervention, its survival. As the waters rise, new real estate and agricultural opportunities open. When the big storm finally hits, we see individuals calmly gathering on the roof of what appears to be a fancy condominium, prepared for evacuation. As the helicopter swoops down, all is beautiful; the light is gentle, there is no wind or rain. It looks rather pleasant. These images resemble

## 拉贾哈特的经济金融化功能尚不清晰, 但即便如此, 其区域发展已经使约三万人失去家园

开发都存在很高的杠杆比率。整个印度次大陆曾反复出现这样的情况, 在土地开发之前, 国家和开发商的债务与成本很可能来自于从位于孟买、纽约、法兰克福和伦敦等全球金融中心的大型投资银行所获得贷款。像拉贾哈特这样经济金融化功能尚不清楚的地区, 种姓制度、殖民主义和资本主义造成了的复杂和纠缠的历史, 其区域发展已致使约3万人失去了家园。由于当地的原住民大多来自低种姓族群且从未拥有过土地, 他们的财产会轻易被征用, 而获得的酬报却很少。这些人因此不得不搬迁到加尔各答随处可见的棚户区居住, 到港口一类的地方寻找临时性工作。他们往往承受着巨大的压力, 而这样的工作在其他地方是可以实现自动化的。缺乏公共卫生、卫生基础设施和电网, 不夸张地说, 工作已经危及到他们的生命。当码头工人的身体无法再承受高强度的船运装卸工作时, 他们不得不在30多岁时就结束这份工作。

### 新兴浪潮

与这些生动具象的、地区范围内的暴力场景相映的是一系列有关市场营销、技术和组织管理的尝试, 而这些尝试正是针对于危险系数和环境破坏的积极投机行为。最近一次有关乐观投机主义的展示关注的主题是纽约的毁灭。2010年纽约现代艺术博物馆的“新型浪潮”展览在飓风桑迪来袭之前举办。其中展出的最受欢迎的项目之一是来自于凯特·奥尔夫的名为“景观”(SCAPE)的牡蛎养殖结构, 该项目获得了达六千万美元之多的资金支持。该项目位于布鲁克林区郭瓦纳斯运河边, 并将牡蛎礁作为生态屏障。这种将有机体用于或者用作基础设施的方式, 也为我们提出了这样的问题: 这种对于投机行为、人群和未来的新型管理形式的成因是什么? 各种形式的投机行为与“适应性”有着怎样的关联? 而具有讽刺意味的是, 在肮脏和恶劣的环境中, 随着水的酸度和温度升高, 作为基础设施组成部分的牡蛎会慢慢死去。这种被用至死亡的状态, 可能甚至超越了例如“抽离”和“包容”等最经常被用来批判新自由主义的词汇。除了这种最终的毁灭, 潮水也对纽约大部地区造成了不可避免的破坏, 建筑师们对此进行了巧妙的渲染, 并为之赋予了美感。

在同一个展览的另一个项目中, nARCHITECTS工作室带来了“新水城”项目, 依然重复了这个“破坏”话题, 他们展示的方案引人注目, 并提出了新的分区策略和“自下而上”的设计策略, 如在

nothing of the devastated environment that Hurricane Katrina wrought on New Orleans, which unlike Sandy, had people actually being evacuated by helicopter. In light of such historical referents, one cannot help but wonder who would be left behind?

## Resilient Logics

From the recent fetish for making architectural renderings look used, dilapidated, or degrading to reports by groups such as Deutsche Bank claiming the potential risks and rewards for investors created from climate change, there is a new sentiment emerging of positive affect for negative futures. These images are indoctrinated by what I want to label “resilient hope” an emergent paradigm that links high-tech computational infrastructures of ubiquitous computing and “smartness” data centers and finance, to the more “concrete” extractive or exploitative economies of bodies, such as those in West Bengal or New York City. Combined together, resilience and

## RESILIENCE HAS A PECULIAR LOGIC. IT IS NOT ABOUT A FUTURE THAT IS BETTER

technology create a form of preemptive infrastructural governance that naturalizes precarity, sacrifice, and violence as a necessary economic value, rather than as a politically derived option.

Resilience has a peculiar logic. It is not about a future that is better, but rather about an ecology that can absorb constant shocks while maintaining its functionality and organization. Following the work of Bruce Braun and Stephanie Wakefield, it is a state of permanent management without ideas of progress, change, or improvement.<sup>6</sup> The irony is that this hopeless situation is actually met with hopeful speculation, usually through new forms of temporal management in finance and technology. Real estate speculation can thus continue to occur on new silk roads and never-occupied “smart” developments even as the Himalayan floodplains are destroyed; the end never arrives, but is simply delayed or, more appropriately, derived. Resilience plays important roles in many different fields, ranging from economics to engineering to forestry.<sup>7</sup> The understanding of resilience most crucial to this discussion is the one that was first forged in ecology discourse during the

1970s, and especially in the work of C.S. Holling who established a key distinction between “stability” and “resilience.”<sup>8</sup> Working from a systems perspective and interested in the question of how humans could best manage elements of ecosystems that were of commercial interest (e.g., salmon, wood, etc.), Holling developed the concept of resilience to contest the premise that ecosystems were most healthy when they returned quickly to an equilibrium state after being disturbed. Holling called the return to a state of equilibrium “stability,” but argued that stable systems were often unable to compensate for significant and swift environmental changes. As Holling put it, the “stability view [of ecosystem management] emphasizes the equilibrium, the maintenance of a predictable world, and the harvesting of nature’s excess production with as little fluctuation as possible.” Yet this very approach assures that “a chance and rare event that previously could be absorbed can trigger a sudden dramatic change and loss of structural integrity of the system.”

Resilience, by contrast, denoted for Holling the capacity of a system itself to

change in periods of intense external perturbation as a mode of persistence. The concept of resilience enabled a management approach to ecosystems that “would emphasize the need to keep options open, the need to view events in a regional rather than a local context, and the need to emphasize heterogeneity.” Resilience is, in this sense, defined in relationship to crisis and states of exception; that is, it is a virtue when such states are assumed to be either quasi-constant or the most relevant for managerial actions. Holling also underscored that the transition from valuing stability to valuing resilience depended upon an epistemological shift: “Flowing from this would be not the presumption of sufficient knowledge, but the recognition of our ignorance: not the assumption that future events are expected, but that they will be unexpected.”

Contemporary planning, finance, and design practice abstract the concept of resilience from an ecological systems approach and transform it into an all-purpose epistemology and value. These fields posit resilience as a general strategy for managing uncertainty

建筑物底部和海堤底部放置浮动装置。随方案一起展示的视频所描绘的是, 如何通过建筑干预的方式确保城市幸免于一场风暴潮。随着水面的上升, 房地产和农业面临新的发展机遇。当大风暴终于来临时, 我们看到人们平静地聚集在一幢看似华丽的公寓楼顶上, 准备撤离。当直升机从天而降, 一切都是美好的; 光是柔和的, 没有风和雨。画面感觉相当令人愉悦。这些景象与卡特丽娜飓风对新奥尔良造成的环境破坏毫无似之处, 而与桑迪飓风来临时不同的是, 当时人们确实是被直升机疏散的。根据这些过去发生的情况, 人们不禁想知道, 究竟谁会被遗留下来?

### 适应性逻辑

近期的建筑设计图纸惯用破旧、失修或颓败的呈现效果, 如德意志银行一类的集团公司也声称气候变化会给投资者带来的潜在风险和回报, 人们因此形成了一种新的观点, 这种新观点的出现会对负面的未来产生积极的影响。在我看来, 这些概念受到“可适应性”概念的影响, 可以作为将高科技计算机基础设施和“智慧”、数据中心、金融, 以及“具体”的剥削性的经济体相联结的一个新兴案例, 就像在印度孟加拉邦和纽约的那些。适应性和技术相结合可以形成一种先发制人的基础设施治理模式, 这种治理模式可以降低危险系数、避免牺牲和暴力, 同时又有着必要的经济价值, 而非作为一个政治导出的选项。

适应性有着一种特殊的逻辑。它并非仅仅关乎更加美好的未来, 而是更关乎一种生态模式, 这种模式可以在受到不断冲击时还可以保有其功能和组织架构。布鲁斯·布劳恩和斯蒂芬妮·韦克菲

尔德所做的工作是一种永久型的管理模式, 没有进步、改变和改进的想法。具有讽刺意味的是, 通过在金融与技术方面采用新的时间管理方式, 这种毫无希望的局面却遇到了满怀希望的投机行为。尽管喜马拉雅山的洪泛区已经被破坏, 房地产投机也因此可以在新丝绸之路上进行, 形成无人入住的“智能”发展模式。这种情况永远也不会结束, 只能延迟发生, 或更恰当地说, 衍生出其他的形式。

从经济到工程再到林业, “适应性”在许多不同的领域中扮演着重要的角色。理解“适应性”对于本次讨论至关重要, 首先是因为在上世纪70年代形成了有关生态的讨论, 尤其是C.S.霍林的工作, 他确立了“稳定”与“适应性”之间的关键区别”。霍林从系统的前景着手, 并且对人类如何能最好地管理生态系统这样的问题感兴趣, 而这也涉及到商业利益(如鲑鱼、木材等)。他提出了“适应性”的观点, 以证明生态系统在受到干扰后迅速回到平衡状态时是最健康的。霍林把恢复到平衡状态称为“稳定”, 但同时他也认为稳定的系统往往无法抵消重大和迅速的环境变化。正如霍林所说, “稳定的[生态系统管理]强调的是平衡, 维持一个可以预见的世界, 收获大自然的馈赠时造成的波动要尽可能小。”这种方法可以保证, “以前的一个机会和偶发事件, 都可以引发突然的戏剧性变化并造成系统结构完整性的丧失。”

相比之下, 对霍林来说适应性代表一个系统本身需要具有的能力, 在受到激烈的外部干扰时能够保持持久不变的状态。适应性的观点使生态系统的管理方法切实可行, “并强调需要保持选择的开放性, 需要站在地区的角度而不仅仅是地方的角度, 同时需要强调异质性。”在这个意义上来说, 适应性是指在危机



without endpoint, while also presuming that our world is so complex that unexpected events are, indeed, the norm. Resilience also functions in the landscape of planning and management to collapse the distinction between emergence (which would simply denote something new) and emergency (which denotes something new that threatens). In this sense, the terms operates in the interest of producing a world where any change can be technically managed and assimilated while maintaining the ongoing survival of the system, even at the cost of its particular components, be they individuals, ecosystems, or species.

Nowhere is this better exemplified than in the aforementioned examples of New York City, where the slogan after Hurricane Sandy’s devastation in 2012 became “Fix and Fortify.” A clearer statement about the stance of urban planners towards geo-ecological trauma could perhaps not be found. Planning, it is posed, must assume and assimilate future, unknowable shocks, ones that may come in any form, including threats to security, economies, or environments. In the cases discussed, the real destruction of New York was initially taken as an opportunity for innovation, design thinking, and real estate speculation. For the exhibition, the cities’ premier architecture and urban design firms were asked to design for a city ravaged by sea-level rise as a result of global warming, about which MoMA’s discourse was abundantly positive:

*MoMA and P.S.1 Contemporary Art Center joined forces to address one of the most urgent challenges facing the nation’s largest city: sea-level rise resulting from global climate change. Though the national debate on infrastructure is currently focused on “shovel-ready” projects that will stimulate the economy, we now have an important opportunity to foster new research and fresh thinking about the use of New York City’s harbor and coastline. As in past economic recessions, construction has slowed dramatically in New York, and much of the city’s remarkable pool of architectural talent is available to focus on innovation.<sup>9</sup>*

This rather stunning statement turns economic tragedy—the labour crisis in architecture after 2007—and the imagined coming environmental apocalypse into an opportunity for technical, aesthetic and economic speculation. It is a literal transformation of emergency into emergence; a model for managing perceived and real risks to

the population and territorial infrastructure, not by “solving” the problem but through absorbing shocks and modulating the way the environment is managed.

Such logics pervade the landscape of large logistical and computational environments. Returning to the initial example of the imagined, never realized, high-bandwidth smart city of Rajarat, the development of so-called smart cities follows a logic of software development. That is, every present state of the smart city is understood as a demo or prototype of a future smart city; every operation is understood in terms of testing and updating. As a consequence, there is never a finished product, but rather infinitely replicable, yet always preliminary versions of these cities around the globe. Engineers openly speak of these cities as an “experiment” and as a “test,” admitting that the system did not work but could be improved in the next instantiation elsewhere in the world. This idea of the infrastructure as “demo” avoids any actual questions of whether this construction impacts the planet, labour, or its inhabitants, and opens the door to assimilate any difficulty or challenge

into the next version by way of deferral. This design logic allows the management and negotiation of risks through derivation (from an imagined origin) in a manner that avoids ever having to finally encounter or take responsibility for the impact of respective events—whether weather, economic, or security. This evasion of encounter with the world happens because the credit has been swapped, or the version already rendered obsolete before anyone can take the time to evaluate the implications of the original bet or question the actual process being deployed. If a prototype “fails,” which is to say is found ecologically or economically sub-optimal or un-resilient, then this failure does not provoke a widescale structural change in approach (for the next development has already been planned), but rather a modulation of current strategy; an assimilation of the adverse event, or any other forms of resistance, into the next model while maintaining the basic operations of the ecology or system the same. Derivation and resilience are thus wed. The sub-prime mortgage “crisis” of 2008 might serve as exemplar, as from the logic of the derivative there was no crisis, and in fact nothing changed. What is true of finance also often holds true today for urban planning and development.

和异常状态之间的关系,也就是说,当这些状态被认为是准稳态或与管理行为最相关时,它就是有价值的。霍林也强调,从对于稳定的评估到对于适应性的重视都是依赖于认识论的转变:这并非是因为我们对于充分知识的推定,而是由于认识到自己的无知。未来的事情无法进行预期假设,总会有意外出现。

当代规划、金融、设计实践,通过一种生态系统的方式概括了适应性的概念,并把它转化为一种普遍的认识论和价值观。这些领域都将适应性作为一般性的策略,用于不确定性事物的管理,同时也认定我们的世界是如此的复杂,突发事件确实时有发生。可适应性在景观的规划和管理中也能起到作用,并瓦解情况产生(新事物)和情况紧急(指新事物所造成的威胁)之间的差别。从这个意义上讲,术语的使用目的在于创造这样一个世界,在保证系统持续运行的情况下,任何变化都可以在技术上进行管理和同化,即使以其特定的组成部分为代价,无论是个体、生态系统还是物种都是这样。

没有比在上面提到的纽约更好的例子了,在2012年,飓风桑迪侵袭过纽约后的人们口号是“修复和加固”。城市规划者们在对于地球生态创伤的立场上,也许很难找到更加清晰的表达方法。规划的提出必须能够预想和接受未来不可预知的冲击,这些冲击可能会是任何形式的,包括对安全、经济或环境的威胁。在之前讨论的案例中,纽约所遭受的破坏最初为创新、设计思维和房地产投机提供了机会。为了这次展览,该市主要的建筑和城市设计公司被要求为一个由于全球变暖而受到海平面上升破坏的城市进行设计,纽约现代艺术博物馆也对此进行了大量的实证论述:

*纽约现代艺术博物馆和P.S.1当代艺术中心联手应对美国最大城市所面临的最紧迫的挑战之一:全球气候变化导致海平面上升。虽然目前有关基础设施的全国辩论依然将重点放在那些“准备就绪”、能够刺激经济的项目上,但现在我们有了一个重要的机会,可以对纽约的港口和海岸线的用途展开全新的研究,并进行新的思考。就像曾经的经济衰退那样,纽约的城市建设已经明显放缓,如今的纽约有着大量的可以专注于创新的建筑人才。*

2007年后的建筑业的劳动力危机和预想中的未来环境大灾变为技术、美学和经济投机行为带来了机会。紧急情况得以向一般情况转变,一个用于人口和土地基础设施的风险管理模型能做的,不仅限于“解决”问题,而是通过吸收冲击和调制管理环境的方式处理问题。

## Resilience and Derivation

The concept of resilience is tied to the concept of a future that is always a version, perhaps a derivative replica, of another moment. This is a concept of time where difference is not historical or progressive, but repetitive in practice while producing constantly differing territories. This is a self-referential difference, only measured or understood in relation to the many other versions of smart cities, all built by the same corporate and national assemblages. Such self-reference in terms of evaluation married to the management and curtailment of temporality into very short intervals mitigates the need to actually find out the “true” value or the actual impacts of a project, an investment, or a bet on the world. As Melinda Cooper has noted in discussing weather futures, contemporary markets have now produced derivatives that are literally producing value from betting on adverse and unpredictable events in relation to one another rather than as discrete occurrences with lived impacts. As she notes,

## TIME HAS BECOME A PURE ECOLOGY OF SELF-REFERENCE

*As a futures methodology, scenario planning is designed to foster decision-making under conditions of uncertainty. Its focus is not risk as such, but rather the radical uncertainty of unknowable contingencies—events for which it is impossible to assign a probability distribution on the basis of past frequencies..In the process, it is the very relationship between the measurable «substance» of the commodity—its stored value—and the event-related nature of price that is reworked: where traditional derivatives contracts traded in the future prices of commodities, financial derivatives trade in futures of futures, turning promise itself into the means and ends of accumulation.*

Time here becomes not a relationship to the spatial circulation of goods, labour, and commodity, but a thing-in-itself, a non-historical, but also non-geological or environmental time. Time has become a pure ecology of self-reference. The equation Cooper implies is somewhat new. She argues that if before, at least since the nineteenth century, the futures markets bet on the change in price over time of a commodity, now we bet on time itself. This future is not one that can be predicted, as it does not rely on past data. Financial markets therefore “hedge” bets. Derivatives can be traded and profits made long before we know the

这样的逻辑已经渗透进入了大型的物流统筹和计算机环境下。回到我们早先的例子中,对于从未像预想当中一样成为智慧城市的拉贾哈特来说,其所谓的智慧城市遵循的是软件开发的逻辑。

也就是说,每一个智慧城市的现状都被理解为未来智慧城市的示范和原型,每一次操作都是对于智慧城市的测试和升级。因此,无限地对世界各大城市进行复制,而且是对各大城市发展的早期版本进行复制,则永远也不会有一个完成品产生。工程师们公开地将这些城市称为“实验品”和“测试品”,他们承认这个系统行不通,但是可以在世界其他地方通过下一个实例得到改进。这种把基础设施作为“示范”的想法避免了很多实际的问题,例如:施工是否会对地球、劳动力和本地居民造成影响,并通过延期的方法,为下一个版本的实现敞开大门,接受困难和挑战。这种设计逻辑允许通过推导的方式(从一个假想的起源开始)管理和商讨风险,这样可以避免最后遇到各类事件,并需要为其所带来的影响负责,正如她所指出的那样:

*作为一种期货交易的方法,情景规划的目的是在不确定性条件下促成决策。其重点不在于风险本身,而是不可知的突发事件本身的不确定性——我们无法依据以前的频次为这样的事件做概率分布分析……在这个过程中,我们要考虑的是商品可测量的“实质”,即其存储价值,和商品与事件性质相关的返工价格:传统的衍生品合同以商品的未来价格进行交易,金融衍生品以未来的期货进行交易,把承诺本身变成积累的手段和目的。*

时间在这里与货物、劳动力和商品的空间流通没有关系,而是一种自在之物,一种即非历史的,又非地质或环境的时间。时间已成为纯粹生态式的自我参照。

results of the investments. Those who re-package and circulate risks (as again with mortgage markets, but now also markets in insurance and weather futures) are furthermore betting on agglomerations of dispersed risks and futures, not on the relationship between the “measurable substance” or “stored value” of a commodity and its future price. This provokes new practices, most significantly around measurement, since time no longer equals money but rather money derives from time itself. The form of time here is speculative, not predictive. This logic assumes physical form through engineering and design and the production of test-beds, demos, or prototypes; speculation on a future that is always multiple and elastic. Perhaps that explains why there is a seeming love of animation and re-narration of disaster in these architectural projects mentioned above; the constant reminder that change itself is a medium for speculation. If the Cold War was about testing and simulation as a means to avoid the unthinkable, yet nonetheless predictable (nuclear war), the formula has now changed." This is best summarized by the distinction between risk and uncertainty first laid out in the 1920s by economist

例,从衍生的逻辑来看,没有危机存在,事实上什么也没有改变。金融业的这些规则也适用于今天的城市规划和发展。

### 适应性和衍生性

总有人说适应性的概念与未来的概念联系在一起。这是一个有关时间的概念,不同的是它并非历史性的或不断前进的,但是又能够在实践中重复,并不断创造出不同的领域。这是一个自我参照的差异,仅用于衡量和了解有关其他相关的各类智能城市,所有这些城市都由相同的企业和国家组合建立。通过这样的自我参照方式进行评估,结合缩短时间流程的管理方式,这样就能够放缓对于一个项目、一个投资或一个赌注“真实”价值或实际影响的了解需求。正如梅林达·库珀在讨论天气期货时指出,如今,当代市场产生的衍生物正在依靠一系列不良和不可预测的事件创造价值,而不是非关联事件对生活所产生的影响。正如她所指出的那样:

*作为一种期货交易的方法,情景规划的目的是在不确定性条件下促成决策。其重点不在于风险本身,而是不可知的突发事件本身的不确定性——我们无法依据以前的频次为这样的事件做概率分布分析……在这个过程中,我们要考虑的是商品可测量的“实质”,即其存储价值,和商品与事件性质相关的返工价格:传统的衍生品合同以商品的未来价格进行交易,金融衍生品以未来的期货进行交易,把承诺本身变成积累的手段和目的。*

时间在这里与货物、劳动力和商品的空间流通没有关系,而是一种自在之物,一种即非历史的,又非地质或环境的时间。时间已成为纯粹生态式的自我参照。

**一个原型的失败不会在方法上引发大规模的结构变化,而只是对现有策略的调整;从不良事件或任何其他形式的阻力中汲取经验,在维持生态或系统方面的基本操作不变的情况下,继续开发下一个模型。衍生性和适应性由此结合**



Frank Knight. According to Knight, uncertainty, unlike risk, has no clearly defined endpoints or values; it offers no clear-cut terminal events.<sup>12</sup> What follows is that the test no longer serves as a simulation of life, but rather makes human life itself an experiment for technological futures. This “uncertainty” embeds itself in our technologies, both of architecture and finance. Thus, in financial markets we continually “swap,” “derive,” and “leverage” never fully accounted for risks in the hope that circulation will defer any need to actually represent or confront it. In infrastructure, engineering, and computing, we do the same. We prototype, develop, and demo, whether in building management systems or “smart” infrastructure. We optimize and make resilient environments through a self-referential calculus that compares performance only to the previous version of a building, electrical grid, and so forth. The entire discourse of “smart” cities is invested in evading top down planning in the interest of offering a data-driven system that literally uses its population as resource, medium, and test-bed for new forms of development, extraction, speculation, and indeed, life itself.

As future risk transforms into uncertainty, high technology, and particularly “smart” and “ubiquitous” computing infrastructure becomes both the language and practice to imagine our future. Instead of looking for utopian answers to our questions regarding the future, we focus on quantitative and algorithmic methods, on logistics, on how to move things, not on where they end up or the impacts of these actions. Resilience, now married to infrastructures of ubiquitous computing and logistics, becomes the dominant method for engaging with possible urban collapse (and also the collapse of more sui generis infrastructures of transport, energy grids, financial systems, etc.). At the same time, terms like “smartness” become a new catch phrase for an emerging form of technical rationality that, by continuously collecting data in a self-referential manner, is able to constantly defer future results or evaluation and assume the responsibility

of managing this structurally uncertain future. What results is the development of forms of financial instrumentation and accounting that no longer need to engage with, alienate, or translate extraction from a historical, geological or biological framework of value.

One of the key (and troubling) consequences of these two operations that now shape and form many logistical territories—the practice of demoing, prototyping, and versioning the imaginary and a discourse of resilience—is that they obscure differences in kinds of catastrophes. While every crisis event—for example, the 2008 sub-prime mortgage collapse or the Tohoku earthquake of 2011—is different, within the demo-logic that underwrites the production of smart and resilient cities, supply chains, and infrastructures, catastrophes all appear the same. Differences are subsumed under the general concept of on-going crisis without clear event structure. It is precisely this evacuation of differences, in both temporality and societal structure, that is most concerning in confronting the extraordinary rise of ubiquitous computing and high-tech infrastructures—either as solutions to political, social, environmental and historical problems in urban design and planning or as engines for producing new forms of territory and governance. This logic also prompts us to ask about the possible alternatives: can we narrate alternative histories? Can we produce different environments and designs that create encounters with loss and the ruins of our planet in a manner

that allows us to imagine actions other than the continued and resilient circulation of capital? What is needed is to fundamentally transform the current practice of deferring negative futures through demoing to another mode. This demands beginning to examine the social movements, construction projects and many efforts in art, architecture, design, the humanities, science and politics, that have challenged the positive embrace of end times and fought to reintroduce other forms of time and life into space.

This returns me to the opening scenes and to contemplate the ethical and political implications of a world where derivation, extraction, and resilience are wed in a manner that has turned the

## 智能城市的论述目的是规避自上而下的规划,同时提供一个数据驱动的系统,让真正使用它的城市人口作为其资源、媒介和试验台

库伯所说的方程也提出了一些新的东西。她认为,至少从19世纪以来,期货市场押注于商品随时间变化的价格,而现在我们就押注于时间本身。这个未来不是一个可以预测的未来,因为它不依赖于过去的数据。金融市场也因此产生“对冲”押注。期货衍生品在我们知道投资结果之前就可以进行交易和获利。此外,那些做重新包装和散布风险(不仅参与抵押市场,而且现在也参与保险市场和天气期货)的人,还在分散风险和期货板块上下赌注,没有放在商品的“可计量物质”或“储存价值”及其未来价格之间的关系上。这引发了新的实践方法,最重要的是围绕量度,因为时间不再等于金钱,而是钱来自时间本身。这种时间是投机性的,不是预测性的。这种逻辑是通过工程和设计、生产试验台、示例、或原型去假定其物理形式;对未来的投机活动总是多重的且具有灵活性。也许这就解释了为什么在上面提到的这些建筑项目中,似乎有一种动态的爱和灾难的再现;我们总是被提醒,改变本身就是投机活动的媒介。如果冷战是一种测试和模拟的手段,以避免不可想象的、但仍然可以预见的(核战争),公式现在就已经发生改变。这是由经济学家弗兰克·奈特在20世纪20年代首次对风险与不确定性之区别的最好总结。按照奈特的说法,不确定性与风险不同,没有明确定义的时间节点或价值,它没有明确的终端事件。随之而来的是,测试不再是对生命的模拟,而是让人类生命本身成为一个关乎技术未来的实验。这种“不确定性”深入到我们的技术中,无论是建筑还是金融。因此,在金融市场中,我们不断地进行“交换”、“派生”和“杠杆”,从来没有充分考虑风险,希望流通能够延缓任何对于代理和对峙的需要。在基础设施建设、工程和计算中,我们做同样的事情。我们生产原型,进行开发和演示,无论是在建筑管理系统或是“智能”基础设施中。我们通过一个自我参照演算,优化和创造适应性环境,只与先前版本的建筑物、电网等比较性能。“智能”城市的整个论述目的是规避自上而下的规划,同时提供一个数据驱动的系统,让真正使用它的城市人口作为其资源、媒介和试验台,不断追求新形式的发展、获取、投机,当然,还有生活本身。

当未来的风险转化成不确定性时,高新技术、特别是“智能”和“普遍存在的”的计算基础设施,成为我们用于畅想未来的语言和实践方式。对于未来,我们无

planet and all its forms of life into a massive medium for the development of “smart” technologies. When concrete first emerged as an ideal material in modern architecture and in art, it was in the interest of producing another world that was not yet here: utopia. Today, we face a different challenge, one of imagining another world while recognizing the tragedy that already has, and still is occurring to most of life on earth. This demands a change of tense for design and politics. A new imaginary, and new tactics for rethinking the forms of futurity we wish to inhabit, also demands a different relationship between how we are understanding financialization, ecology, habitat, and environment. Finance does not replace the social or our connection to the world but could, as many suggest, actually serve as a site by which to recognize how seriously internetworked and co-dependent we are, not to mention how thoroughly produced and socially contested the forms of debt to each other and the planet are.<sup>13</sup> Making ourselves indebted in new ways to the many Others that occupy the earth might open to not merely a negative speculation on catastrophic futures but to forms of care, which are increasingly becoming imperative. A close examination of finance, environment, and habitat might become the bedrock by which to begin envisioning and creating new futures. We cannot dream of creative destruction, since we have indeed already destroyed the world, but nor can we continue to embrace a world without futures. ■

*This essay inprint edition has been slightly adapted, for the full version with notes please see [www.e-flux.com/architecture//96421/hopeful-resilience/](http://www.e-flux.com/architecture//96421/hopeful-resilience/)*

**Orit Halpern** is an associate professor of interactive design in the Department of Sociology and Anthropology at Concordia University, Montreal. Her research explores the histories of digital technologies, cybernetics, the human and cognitive sciences and design, with a particular focus on the histories of big data, interactivity and ubiquitous computing. Halpern’s recent book, *Beautiful Data: A History of Vision and Reason* since 1945 (Duke University Press, 2014), is a history of the interface, interactivity and big data.

**奥芮特·赫本**是加拿大康考迪亚大学社会学和人类学系的交互设计专业副教授。她的研究涉及数字技术、控制论、人类和认知科学和设计的历史,同时特别侧重于大数据、交互性和普适计算的历史。赫本最近的一本著作《美丽的数据:历史视角与成因,从1945开始》讲述了有关界面、交互性和大数据的历史。

需为自己的问题寻找乌托邦式的答案,而是要专注于定量和算法、组织统筹、推动事物发展,而不是止于一点或只关注其所产生的影响。现在,普遍存在的计算和物流基础设施也已经与适应性相结合,可以充分应对城市生产可能发生的崩溃态势(包括特殊运输的基础设施、电网、金融系统等)。同时,作为一门新兴的科学技术,像“智慧”这样的术语也已经成为人们的新口头禅。通过这门技术不断收集数据,以自我参照的方式不断延迟未来将会产生的结果,从而对于企业不确定的未来承担起管理责任。在未来,当金融手段和会计行业不再需要与历史性、地理性和生物性的价值框架产生关联,其发展又会有怎样的结果?

这两种方式所引发的关键(令人不安的)后果就是他们掩盖了各种灾难的差异性,而这种现象也对许多领域的形成产生着影响(包括在打样、原型制作、版本管理和适应性话语方面等)。而每一个危机事件,例如2008年次贷危机或2011年的日本东北地震,都是不同的,以这种演示型逻辑来确保城市的智能性和适应性、生产供应链和基础设施的生产,都会出现同样的灾难。由于没有清晰的事件结构,持续的危机造成了差异性的产生。面对无处不在的计算机技术和高科技基础设施的非凡崛起,消除时间性与社会结构中的差异性,正是我们需要关注的问题——无论是对于城市设计和规划中有关政治、社会、环境、历史问题的解决方案,还是在推动区域治理新形式的形成方面。这种逻辑也促使我们试问:我们是否能讲述一段另类的历史?考虑到我们所在星球所遭受的不幸和破坏,我们是否可以创造出不同的环境和设计,同时对于行动而非资本的持续和可适应性循环做更多设想?我们需要的是从根本上改变这种以转换模式的方法来对负期货进行拖延的现状。这就需要开始检验我们在艺术、建筑、设计、人文、科学和政

治方面对于社会运动、建造类项目等所做出的努力,在每个周期终了时给予积极应对,并在空间中重新引入其他形式的时间和生命。

这又把我带回到开篇的场景,并让我思考一个世界的伦理和政治含义。在这个世界中,衍生、获取和适应性以一种方式结合,将地球及其所有形态的生命变成了开发“智能”技术的巨大媒介。作为现代建筑和艺术的理想材料,混凝土最初的出现是为了创造另一个尚未出现的世界:乌托邦。今天,我们面临着一个不同的挑战,在畅想另一个世界的同时,承认悲剧已经存在,并且依然影响着地球上的大多数生命。这就需要我们改变设计和政治的时态。新的畅想和用于重新思考我们所希望的未来居住形式的新策略的形成,取决于我们如何理解金融化、生态、人居和环境之间的不同关系。金融不能取代社会或我们与世界的关系,但是却能够让我们意识到对于互联网和彼此的严重依赖,以及我们对于彼此和地球的过失是如何产生并引起社会争议的。我们要感激人们对于灾难性的未来并非仅是一种负面的推测,而是愈发迫切地注重关怀的形式。对于金融、环境和人居的审视也许会成为展望和创造新未来的基础。我们无法去幻想创造性的破坏,因为我们确实已经毁掉了这个世界,但我们也不能去欣然接受一个没有未来的世界。■



## The FAB CITY Global Initiative

In early April 2019, the countdown on the webpage of the Fab City initiative signals we are 35 years circa “until we’re globally connected and locally self-sufficient”.

Fab City was launched in 2011 at the FAB7 conference in Lima by the Institute for Advanced Architecture of Catalonia, the MIT’s Center for Bits and Atoms and the Fab Foundation, and operates within the Fab Lab network, using it as a global infrastructure and knowledge source for the radical transformation on how we work, live and play in cities. The global challenge it poses to cities is to become fully self-sufficient by 2054.

Fab City is predicated on the idea that urban centres, our cities, are at the heart of the problem with diminishing resources, impoverishing communities and at large a fast eroding environment, and that only by way of an open, networked and collaborative effort in innovating solutions we can aim at elevating ourselves from these issues towards a sustainable future of a less wasteful and thus more ecological system. In brief Fab City is a new urban model of transforming and shaping cities that shifts how they source and use materials from “Products In Trash Out” (PITO) to “Data In Data Out” (DIDO). It comprises an international think tank of civic leaders, makers, urbanists and innovators working on changing the paradigm of the current industrial economy where the city operates on a linear model of importing products and producing waste. The more cities partake the larger and more efficient the solutions, propositions and implementations for centres worldwide – at the time of writing 1145 fablabs are registered and connected to the network across a vast geography ranging from Barcelona, Detroit, Kerala, to Buthan, Santiago, Paris and Shenzhen.

Fab City aims at developing alternative productive and co-actualizing models of urbanity with citizens empowered to their making, thus improve the collaboration between governments and civil society, build an efficient circular economy, more efficient food production and permaculture, a better distributed energy production and local manufacturing. Ultimately it aims at creating new types of jobs and professions related to the knowledge economy and the development and implementation of new approaches and technological solutions.

Get involved now: [www.fab.city/#contact](http://www.fab.city/#contact)



A Map of the World, (author unknown) fourth quarter of 13<sup>th</sup> century (after 1277), tempera colors, pen and ink, gold leaf, and gold paint on parchment. 一张作于13世纪后(1277年之后)的世界地图(作者未知),使用了蛋彩画颜料、笔墨、金叶和金色颜料。

### FAB城市全球化倡议

2019年4月初, Fab城市倡议网站上的倒计时显示“距离世界全球化和区域自给自足”还有35年。

Fab城市项目于2011年在利马召开的Fab7会议上正式启动, 该项目由加泰罗尼亚高级建筑研究所、麻省理工学院的比特和原子中心及Fab基金会发起, 通过Fab Lab网络内操作, 使其成为全球性的基础设施和知识源, 以颠覆我们在城市中工作、生活及娱乐的方式。它提出的全球化挑战任务是到2054年, 实现城市的全面自给自足。

Fab城市的提出是基于这样一个概念: 我们所生活的城市、城市中心, 是资源减少、贫困社区和大量环境快速侵蚀等问题的核心, 只有通过一个开放的、网络化的协同创新解决方案, 才能解决我们所面临的问题, 实现减少浪费的可持续发展未来以及更加生态化的系统。概而言之, Fab城市是一种促进城市转变和塑形的新型城市模式, 提出了从“垃圾

产品”(PITO)到“数据输入输出”(DIDO)这样的城市材料资源使用新方式。它包含了一个由公众领袖、制造商、城市规划师和创新人员组成的智库, 致力于改变当前工业经济在城市经营中引进产品和制造废物的线性模型范式。城市分担的部分越多, 则解决方案、关于全球化中心的主张和实施就越有效——在本文编写时, 有1145家Fab实验室正在注册, 并接入从巴塞罗那、底特律、喀拉拉邦到不丹、圣地亚哥、巴黎、深圳等城市的巨大网络。

Fab城市旨在开发具有替代性和共同实施模式的城市, 并赋予公民相应的权利, 以增强政府和公民社会之间的合作, 建立一个有效的循环经济, 实现更高效的粮食生产和农业发展, 更好地实现能源和本地制造的分布。其最终目标是创造与知识经济有关的新工作和职业, 以及新的开发和实施方法及技术解决方案。

更多信息请见: [www.fab.city/#contact](http://www.fab.city/#contact)

### Pod Vending Machine Skyscraper Haseef Rafiei

With the world population projected to rise to 8.5 billion by 2030, the Pod Vending Machine Skyscraper envisions robotic construction as a sustainable solution to address growing economic uncertainty, real-estate speculation, and housing-demand in cities. The proposal by Haseef Raifei which received an honourable mention at the 2017 eVolo Skyscraper Competition, suggests the automated construction of affordable and ready-to-use housing pods inspired by the capsule structures of Japanese Metabolists. By employing 3D printing technology to deliver on-demand, on-site manufactured modular dwellings, this high-rise of the future would work like a dispensing machine piling up home pods in a constantly reshaping and growing spatial complex.

### 豆类自动贩卖机摩天大楼

预计到2030年, 世界总人口将达到85亿。为了应对日益增长的经济不确定性、房地产投机和城市住房需求, Haseef Raifei提出了一个可持续解决方案: 豆类自动贩卖机摩天大楼。此方案在2017年eVolo摩天大楼竞赛中获提名奖, 受日本新陈代谢派的胶囊结构启发, 主张可负担、即用型住房的自动化建设。通过采用3D打印技术按需提供现场制造的模块化住宅, 这个未来的高层建筑将像自动贩卖机一样, 在不断重塑和发展的空间复合体中堆积住房。摩天大楼各层都将包含用于社交互动的公共区域。得益于能够将住房荚插入这个大型结构的起重机系统, 3D打印机和液压泵可以为任何需要的地方提供材料, 而且允许不断重新配置住宅, 被废弃的住宅荚可被回收服务于新的入住居民。

# 城市线上线

# O2O CITIES



# The Small Picture

# 微格局

## Urban Dynamics: emerging practices and initiatives in Mexico

By Rosa Pintos Hanhausen  
Translation Julian Luo

*“Even as vulnerability and risk challenge the urban experience of residents across Mexican cities and regions, they continue to produce and reproduce their daily lives with enormous creativity and innovation.”*

In 2015 more than 100.5m people — approximately 79.2% of the total Mexican population — lived in a urbanized locality and even though the growth rate has decreased in the last years, people continue to migrate to cities, abandoning the countryside. The Metropolitan Zone of the Valle de México (Zona Metropolitana del Valle de México) alone, is home to 17% of the national population and contributes almost a fourth (23%) of the national GDP. With over 21 million inhabitants, it has become the 3<sup>rd</sup> largest city in the world and the first one outside of Asia; projections show that by 2030, it will almost reach 24 million .

As a highly-urbanized nation, Mexico's performance is closely tied to the functioning of its major cities and thereby to the quality of their governance . A megapolis of this magnitude comes with many problems that need to be addressed accurately: issues such as urban regeneration, access to adequate housing, reliable and safe public transport and environmental protection are the main urban development priorities the city needs to attend to increase its prosperity.

In response to this reality, several initiatives —public and private— have emerged over the past ten years. Design events that take place throughout the year such as *Design Week Mexico* (2009), which managed *Mexico 2018 World Design Capital* nomination, *Abierto Mexicano de Diseño International Festival* (2013), which is currently supporting Mexico City's candidacy to become part of UNESCO's Creative Cities Network; or *Mextropoli* (formerly known as *Congreso Arquine*, 1997), which has encouraged the practice of open competitions throughout



all of its editions. These are all contributing to the development of the city by being indicators of what has happened during the last year, but above all, they are a place where different generations of people can join the conversation.

There are also several nonprofit organizations surviving on private and public donations that are constantly working towards empowering people through reflection, bringing external examples of actions from around the world and thus creating community. *ARCHIVO*, founded in 2012, is a space dedicated to collecting, exhibiting and rethinking design in its various forms. Today it holds a collection of over 1,500 objects, as well as sports a rich program of exhibitions and activities, *ARCHIVO* has established itself as a unique, pioneering institution and a referent for the architecture and design community in Mexico. *LIGA Space for Architecture*, opened in 2011 as a space for promotion of Latin American contemporary architecture and it works as a curatorial platform for experimentations in relationship to

architecture discipline and its possibilities as a discursive practice, expanding and establishing connections with other fields of study.

*The Laboratorio para la Ciudad* (Laboratory for the City) is a public initiative officially founded in 2013 in the heart of Mexico City. Born as an experimental office for civic innovation and urban creativity, it was the first city government department of its kind in Latin America and has set example for different cities around the world. The Lab is a space for rethinking, reimagining, and reinventing the way citizens and government can work together towards a more open, more livable and more imaginative city. Projects like *Coding for Mexico City*, *Mapatón* or drafting the Mexico City Constitution, are an example of the most successful projects the Lab has accomplished because of the results obtained but above all, for reaching out to the citizens and involving them in the decisions and actions that will shape the city they live in.

Most of these initiatives focus on the improvement of the city quality of life, but



# 城市动态： 墨西哥的新实践与新举措

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“墨西哥的城市和地区在城市体验方面虽然饱受易损性与风险的双重挑战，但它们仍然持续不断的在用创意、革新滋润着每天的日常生活。”

2015年，墨西哥约有1亿零50万的人口居住在城市里，约占全国总人口79.2%。虽然在过去两年中这一比例的增长趋势已在慢慢减缓，但人们仍然在不断从乡村迁往城市。仅贯穿墨西哥谷的墨西哥城都市圈这一个区域，就容纳着全国17%的人口，贡献着接近全国1/4 (23%) 的GDP总量。墨西哥城有超过2100万的常住人口，让这座城市成为世界第三大、也是第一座不在亚洲境内的大都市。预测显示，截至2030年，墨西哥城的常住人口将攀升至2400万之多。作为一个高度城市化的国家，墨西哥整体的运转好坏，完全可以从它主要城市的运转情况以及政府的执政水平中看出一二。体量如此巨大的都市，必然隐含着一系列需要迫切解决的问题，如城市的复兴、居所的适当分配、可靠安全的交通体系以及环境的保护等，这些都是一个城市在走向繁荣的路上必将经历且需解决的发展课题。

针对这一现实情况，诸多由公共及个人发起的举措在过去十年中应运而生。每年定期举办的设计活动，如被提名为2018世界设计之都的“墨西哥设计周”(2009)、目前正在推动墨西哥市加入联合国教科文组织旗下创意城市网络的“墨西哥国际开放设计节”(2013)，以及在其每一期刊物中都推行公开竞争的Mextropoli (原名Congreso Arquine, 1997) 等，都在通过记录过去的变化，推进着城市发展的脚步。更重要的是，也正是这些设计活动，为来自不同时代但拥有相同追求的人们提供了一个交流、献策的机会与平台。

与此同时，一些依靠公共及私人捐款来维持运转的非营利机构也一直在为城市的发展添砖加瓦，用从世界各地所搜集来的实例措施组建起自己的社群。成立于2012年的ARCHIVO平台就是一个很好的例子。这一平台致力于收集、展览、重设与设计相关的物件，至今已藏有1500多件藏品，同时定期举办各种类型的展览与活动。可以说，ARCHIVO早已成为墨西哥建筑与设计界一个独特的先锋机构。此外，LIGA建筑空间也是一处同样颇有贡献的所在。LIGA建筑空间成立于2011年，聚焦于推广拉丁美洲的当代建筑风格，同时也是以探索建筑的实验性以及无限可能性为核心的一个策展平台，通过不同的展览与活动，将建筑与其他学科有机结合起来。

坐落于墨西哥城市中心的公共计划“城市实验室”创办于2013年。作为一个为民间创新和城市改革提供实验场所的平台，城市实验室是拉美国家中第一个此

类政府部门机构，同时为世界上其他国家树立了榜样。实验室的主要功能在于为各界提供一个场所，让大家重新思考、重新想象、重新创造公民与政府协作合作的方式，以期创造一个更开放、更有活力、更有想象力的城市。像“墨西哥城编码，Mapaton”或墨西哥城的城市宪法编写这类的项目举措，都是实验室最成功的项目。这两个项目不仅取得了很好的成果，还在开展过程中提高了居民的参与程度，使大家为自己所居住的城市的发展共同努力、共同决策。

虽然这些发展举措大多聚焦于提高城市的生活品质，城市发展之外的其他问题也并未就此被忽略。2014年成立于墨西哥最贫困的瓦哈卡州的Casa Wabi平台，致力于乡村社区的建设工作，通过改善乡村社区的条件，引导人们不再继续涌向早已饱和的大城市。通过一系列努力，Casa Wabi平台已经在其区域内的乡村社区中设计、建立了可持续的互联网网络，将当地学校、艺人工匠、企业等多方社区成员团结在一起。

毋庸置疑，前面的路还很长，墨西哥政府面临的公共发展政策问题还有很多，但与此同时，把解决问题的力量带给每一个市民也同样重要。试想2100万人民共同为一个美好的目标而努力，光明的未来必然触手可及。



more happens out of the urban borders too. Founded in 2014 in Oaxaca, one of the states with the highest poverty index in the country, Casa Wabi is a platform that contributes to the development of rural communities, therefore preventing people fleeing from them to the already saturated city. Casa Wabi is currently having social correspondence with eight neighboring communities. Via a thorough examination of their context, they have designed a social working program that comprises different artistic practices creating links between schools, artisans, cooperatives and different members of these communities.

There is still a long road ahead and the urgency with which the Mexican government needs to engage in long-term commitments regarding public politics is evident; however, it is equally important to empower the people, because 21 million working together towards common wellbeing will ensure a brighter future.

## The City as Cultural Artefact: LABORATORIO PARA LA CIUDAD

城市作为文化制品：  
墨西哥城市实验室



Illustration by JAVI BELJING

加布里埃拉·戈麦斯-蒙特是一位特立独行的创造者。她是视觉艺术家、作家和纪录片导演，也是多学科国际项目的顾问。在创立并主持城市实验室之前，她已经主持了多个创新平台，如“Tóxico Cultura”、“Cine Abierto”、“Días de Documental”、“Laboratorio Cultura 060”等，获得了广泛的国际赞誉，比如意大利最佳艺术实践奖、英国TED城市2.0奖以及多项奖金。她在采访中告诉我们，墨西哥城市实验室是拉丁美洲首个在如此规模的都市里运作的此类实验室。之后有一些城市来寻求咨询，其他实验室也以其为范本创建起来。所有实验室都有自身的特定背景，但都有两个共同点：依附于市政府以及实验精神。一切始于2013年。她再有两周就要作为耶鲁世界学者前往美国，这时墨西哥城新任市长Miguel Ángel Mancera找到她，提出了一个极不寻常的提案：想象一个专注于城市创意和公民创新的新的政府部门。这就是城市实验室的缘起：作为墨西哥城市政府的实验机构和创意智囊，直接向市长汇报。实验室的研究和行动专注于五个核心方面：开放城市、创意城市、参与性城市、玩乐城市和人行城市——总体而言，致力于提升社会的创新能力。

Gabriella Gómez-Mont is a creator on her own terms. She is a visual artist, writer and documentary film director, and a consultant for various multidisciplinary international projects. Before taking full time position as founder and director of the Laboratorio para La Ciudad, she had already been behind the making of creative platforms such as Tóxico Cultura (Culture Toxic), Cine Abierto (Open Cinema), Días de Documental (Documentary Days), Laboratorio Curatorial 060 (Curatorial Laboratory 060), among others, that won her international recognitions such as first place in The Best Art Practice Awards (IT), the TED City 2.0 Prize (UK), and several scholarships.

In a short interview she granted us, she explained that Mexico City's Lab was the first one of its kind in Latin America and in a megalopolis of such scale. Several cities asked for counsel thereafter, and other Labs were created following this initiative. All government Labs attend to the particular context they're based in, but they share two important aspects: dependence from the city's government and an experimental ethos.

It all started in 2013. She was two weeks away from leaving for Yale, for the prestigious Yale World Fellowship, when Miguel Ángel Mancera, the then recently elected city Mayor, approached her with an unusual request: to imagine what a new government department focused on urban creativity and civic innovation could look like. The result ended up being Laboratorio para la Ciudad: the experimental arm and creative think-tank of the Mexico City government, reporting to the Mayor. The Lab focuses on 5 core lines of research and action: Open City, Creative City, Participatory City, Playful City and Pedestrian City (in general all of them exploring to the ability of incrementing creative capacity of a society).

An interview with  
**Gabriella Gómez-Mont**,  
director and founder.  
Laboratorio para La Ciudad  
(Laboratory for The City),  
Mexico City  
By **Design Days Mexico**

专访加布里埃拉·戈麦斯-蒙特，墨西哥Laboratorio para La Ciudad (城市实验室) 主任兼创始人  
采访：**Design Days Mexico**

# 开放的公民权利

# OPEN CITIZENSHIP

# 社会包容性

# SOCIAL INCLUSION



## INTERVIEW - GABRIELLA GÓMEZ-MONT

**DDM\_ Which is the process you follow to develop an initiative? How do you choose the projects you work on?**

GGM\_ We work with emerging strategies. We have 5 different ways to look at the city, perspectives we have thought important from the beginning. We asked ourselves “what can an experimental government’s office be like?” And that’s how we understood that, beyond modernist values that see cities as machines or factories that must optimize mainly for productivity, economic development, efficiency, etc., we needed to ask the question once again: “what is a city for?” so to generate answers that begin to feed from the humanist perspective as well.

Understanding the city as a cultural artifact seems to us a very important paradigm. Thus, the five ways to look at the city – a creative city, a playful city, a participatory city, a city made to human scale – seem to us incredibly relevant.

**DDM\_ 一项计划具体是如何启动的?你如何选择要着手的项目?**

GGM\_ 我们采用新兴战略。我们有五种审视城市的方式, 这是我们从一开始就很重视的视角。我们自问, 一个实验性的政府机构能做什么? 这就是我们的理解, 超越将城市看作机器或工厂、追求生产力、经济发展和效率最大化的现代主义视角, 我们要探寻的是, 城市的作用是什么? 这样就能得出同时满足人文关照的答案。

将城市理解为一件文化制品, 对我们来说是一个重要范式。因此, 看待城市的五种方式——创意城市、玩乐城市、参与性城市、符合人文尺度的城市, 在我们看来是直接相关的。

**DDM\_ Give us a practical example**

GGM\_ Take mobility (Pedestrian City), or governance (Open City). Originally, we were only going to work on an experimental scope, but we noticed interesting loopholes that had to be tapped into before jumping into something more ludic about city culture. So we also worked a lot on law bills. For the recently ratified Ley de Ciudad Abierta (Open City Law) which is the first of its kind in Latin America, and we also worked on the transit regulations and just turned in a plan for road safety that we worked on with more than 40 organisations of civil society. But to compliment this, and also understand the symbolic power of cities, we have also managed to close the second floor of Periférico (the elevated freeway) for the first time, in order to create a physical experience of the city we imagine; currently we’re also prototyping imaginative playgrounds for children in disadvantaged areas.

**DDM\_ 请举一个实例。**

GGM\_ 比如移动性(人行城市), 或者城市管理(开放城市)。我们最初只打算在实验范围内进行, 但很快注意到, 在直接介入更有趣的城市文化之前, 有一些漏洞必须被填补。所以我们也法律方面做了大量工作。最近通过的《开放城市法》是拉丁美洲首个此类法律, 我们还针对交通管制做了大量工作, 前不久又提交了一项道路安全计划, 是我们与40多个市民社会团体合作制定的。为了进一步了解城市的象征意义, 我们还设法关闭了Periférico (高架路)的二层空间, 以创造出我们想象中城市的真实体验。另外, 我们也正在做贫困地区儿童游乐场的原型设计。

**DDM\_ How are successful experiments implemented on a larger scale?**

GGM\_ One of my favorite aspects of working at the Laboratory is that our strategy is constantly evolving, as

we encounter new obstacles or new possibilities. Here two examples: the first one is related to the Playful City agenda. We made a spatial analysis focused on doing a diagnosis of playground spaces for children. We were surprised to learn that only in the Metropolitan Area we have more than 5 million children; that is the total population of countries like Finland or Denmark. There is a very significant part of the city’s population formed by children and we are not precisely aware of how a child lives his or her life in a megalopolis.

**A City for Children – The Right to Playtime**

On the other hand, after analysing the concentration of children population within the city, we also made an analysis on the access to open spaces – be it green areas or public ones – later looking at the levels of segregation and marginalization in the whole city from which we created an internal software from an algorithm. We now have the possibility of matching key findings and thus develop projects linked to such variables. The first thing we asked ourselves was: How much of a policy for playtime is there? How are playground spaces being developed? Mexico City has two very interesting laws regarding the subject. The first one is the *Right to Playtime (Derecho al Juego)*, children are legally protected to be able to play; and the second one is that the city’s constitution just passed the Right to the City (*Derecho a la ciudad*), which speaks of how we should create a livable city for everyone.

We must create extroverted cities where public life and life in community is richer every day and democratically accessible, and stimulates curiosity, playfulness, interaction. No matter if you’re a child, an elder, poor, rich; the city must have something to offer to everyone. These wonderful concepts originated in the seventies and eighties, when Lefebvre and David Harvey spoke of the utmost right of the people being that of imagining a city and making it real; because, we first create the city we live in, but eventually the city also creates us.

We are also very much interested in traffic accidents, the number one cause of preventable death in children. So, we began questioning what it means to make a city for kids.

On these basis, we have now three ongoing pilots. The first one was to analyze the state and quality of playground spaces in the city, and we found out that there is a bit of a confusion, as well, on who has the responsibility of maintaining said playgrounds; should the government do it? Should the burroughs do it? So, we made a governance analysis and also a reflection on why we’re copying same playground space typology. We turned in said research to the SEDUVI (Secretariat of Urban Development and Housing in Mexico City) and the public space authority (AEP), and now for the first time a play space typology policy will be included in the urban development plan of Mexico City.

This is a great achievement, but the work doesn’t end there. What we’re doing now, is figuring out what other ways do we have to create other possibilities for playground spaces, temporal and otherwise. We have been prototyping streets that can work as playgrounds in most of the disadvantaged areas of Mexico City with

## 专访 - 加布里埃拉·戈麦斯-蒙特

a great population of children; we will be able to close roads on Sundays and make them available for playtime. Right now, we are working with the government and the DIF (Family Development Department) in Iztapalapa to be able to prototype within the entire area, after that, we will seek to have it applied in the entire city.

Finally, we are also about to launch a contest to create urban toys. In collaboration with the Authority of the Historical Centre, we chose three areas where there is no infrastructure and will be hosting a public contest where people can imagine and propose prototypes of play spaces.

**DDM\_ 实验成果要如何向更大的范围内推广?**

GGM\_ 实验室最重要的一点是, 随着过程中遇到的障碍或新的可能性, 我们的策略是在不断演进的。举两个例子。第一个和“玩乐城市”相关。我们做了一个针对儿童游乐场的空间分析, 惊讶地发现, 仅在墨西哥城区域就有500多万名儿童; 这个数字相当于芬兰或丹麦这样的国家的总人口。儿童在城市人口中占了极大一部分, 而我们并不清楚他们在城市是如何生活的。

**《儿童的城市: 游戏时间权》**

另一方面, 在分析了城市中儿童人口的集中情况之后, 我们还对开放空间(无论是绿地还是公共场所)的可进入情况进行了分析, 然后再审视整个城市的隔离和边缘化水平, 据此我们运用算法创建了一个内部软件。我们现在有能力匹配各个关键点, 就能开发出与这些变量相关的项目。我们首先问自己的是: 关于游戏时间的政策是什么? 游戏场所是怎么开发的? 墨西哥城有两个与此相关的非常有趣的法律: 一个是《游戏时间权》(*Derecho al Juego*), 儿童依法享有玩的权利; 第二个是宪法刚刚通过的《城市的权利》(*Derecho a la ciudad*), 其中规定了要如何构建一个人人可享用的宜居城市。

我们必须构建外向型城市, 让社区生活和公共生活更加丰富和民主。不论老幼贫富, 城市必须让所有人获益。这些精彩的概念起源于20世纪七八十年代, 当时列斐伏尔和大卫·哈维谈到人的最大权利是想象一座城市并将之变成现实; 因为起初是我们构建所居住的城市, 但最终城市也会造就我们。

我们也非常关注造成儿童可预防性死亡的首要原因: 交通事故。所以, 我们就开始考虑为儿童构建城市到底意味着什么。

在这些基础上, 我们目前正在开展的试点工作有三个。第一个是分析城市里的游戏场所状态和质量, 我们在其中发现了一些问题, 比如由谁负责维护游戏场所: 市政府? 还是社区自治? 我们做了一个治理分析, 同时反思了为什么我们在复制相同的游戏空间类型。研究结果被递交给SEDUVI (墨西哥城城市发展与住房秘书处) 和公共空间管理局(AEP), 现在, 游戏空间类型政策将首次被纳入墨西哥城的城市发展计划。

这点很了不起, 但工作并没有结束。我们正在尝试构建临时性游戏空间的可能性。我们已经试验了在拥有大量儿童人口的墨西哥城贫困区域将街道转变为游戏场所; 我们可以在星期天封闭道路, 使其可用于游戏。我们正在与Iztapalapa区政府和DIF (家庭发展部) 交涉, 以便在整个地区进行模式推广, 之后将努力推广至全城。

我们也即将举办一场城市玩具创造大赛。与历史中心管理局合作, 我们选择了三个没有基础设施的地区, 将在那里举办公开比赛, 邀请人们想象、创造游戏场所。

**The Open City Law**

The second example I could give you is on the Open Data subject, a very important one on the matter of government and mass participation. We realized government officials didn’t want to open up their data because there is no legal framework to protect them from a third-party wrongdoing. What we did to scale this project beyond the Laboratory was to make an open data portal: a data lab. We began working with the

dependencies to open data, but also to pass a law bill called Ley de Ciudad Abierta (Open City Law) that states, among other things, to the right of open data, open platforms, and the right of citizens of Mexico City to take part in the creation of public policies on a regular basis and not only via voting every number of years. Hence, there begins to be a legal framework and a bigger possibility for experimental public policies around the new subject of Open Cities.

This is one of our premises for providing a participatory infrastructure, finding talent within the masses, and allowing knowledge to flow within the city. The city has an incredible concentration of resources; what we’re lacking is an articulated manner of working together, for a common vision,

**《开放城市法》**

第二个例子和开放数据有关, 这是一个对政府和群众参与都非常重要的问题。我们意识到政府不想公开其数据, 因为没有法律框架来保护数据免受第三方的不法行为危害。为了将这个项目扩展到实验室之外, 我们建立了一个开放的数据门户: 数据实验室。我们开始依靠开放数据工作, 也通过了一项《开放城市法》, 其中规定了开放数据、数据开放平台的权利、墨西哥城公民定期参与制定公共政策的权利, 而不是局限于通过每几年投一次票的方式参与。这样就有了一个法律框架, 也为围绕开放城市这一新课题制定公共政策带来更多可能。

这是我们在群众中寻找人才、提供参与性设施、在城市中倡导知识的前提之一。这个城市有大量集中的资源; 我们所缺少的是清晰的各方协同方式。

**DDM\_ What is the future for the Laboratory after the elections?**

GGM\_ I’m confident that the Lab will be of interest to the coming administration, that no matter which subject they choose to prioritize, anything can be put to work with the Lab. An articulated way of collaborating and co-creating with civil society on a social agenda is, I believe, of interest to any government.

The Lab has repaid itself and is already generating income – which is a clear indicator of success, especially for those interested in fostering collaboration towards a better city.

**DDM\_ 政府大选之后, 实验室的未来会怎样?**

GGM\_ 我相信实验室会符合下一任政府的利益, 无论他们想优先着手哪个课题, 实验室都能帮助进行。我相信与市民社会协作、共同创造, 对任何政府而言都是有益的。实验室已经能够自负盈亏且已有盈余, 这证明它是成功的, 特别是对于那些有兴趣参与共同营造更好城市的人来说。



## CASA WABI: Art, Architecture and Communities meet in Oaxaca

### CASA WABI: 艺术、建筑和社区在瓦哈卡的碰撞

By Rosa Pintos Hanhausen (Design Days Mexico)

Casa Wabi's name comes from the Japanese saying wabi-sabi: to acknowledge life's imperfections and find beauty in them. It was founded in 2014 by Bosco Sodi a Mexican artist based in New York. The aim was to create infrastructure for artists to nourish their practices and promote collaboration and social commitment through art.

We talked with current director, **Carla Sodi**, and **Alberto Ríos de la Rosa**, curator, about their experience working with local communities, the importance of supporting artists' personal development and the learnings from working with internationally renowned architects.

Casa Wabi 这个名字源自日本美学中的wabi-sabi (侘寂), 注重生活中的残缺之美。它是由在纽约实践的墨西哥艺术家Bosco Sodi于2014年创立的, 目的是构建可以丰富艺术家创作的平台, 通过艺术促进合作和社会介入。

我们与现任馆长Carla Sodi、策展人 Alberto Ríos de la Rosa 就Casa Wabi与当地社区的工作经验、支持艺术家个人发展的重要性, 以及与国际知名建筑师合作的收获进行了交谈。

#### DDM\_ What has been your experience since Casa Wabi opened two years ago?

**CS\_** Two years and a half are not enough to really look at significant changes. I would say it will take in all 4 to 5 years to see tangible transformation in the area, a productive, social, and economic one.

There are though positive signals already; for example our clay workshop has become an art day for many of the local schools and kids spend a whole day at Casa Wabi every week. That we wanted to do something without any ulterior motive, and thus for them to open their doors and trust us, was a challenge we had to face at start.

**ARR\_** And still is.

**CS\_** I think we have built a bridge with the communities. It is very fragile and can break easily, but it does exist. We are working on making it more solid. It is really hard for them to embrace the fact that we want to participate in their lives without asking anything in return, especially with the political history of this country.

#### DDM\_Casa Wabi创立两年来获得了哪些经验?

**CS\_** 两年半的时间还不足以看到实质性的变化。我觉得要在这个区域看到生产力、社会和经济层面上的实质转变, 需要四到五年的时间。不过尽管如此, 现在也已经看到了一些积极的讯号, 比如我们的粘土车间已经成了当地许多学校的“艺术日”, 孩子们每周在Casa



Palapa by Tadao Ando. Photo by Ilán Rabchinsky  
安藤忠雄设计的主建筑“茅屋”。  
摄影: Ilán Rabchinsky

Wabi度过一整天的美好时光。我们不带任何目的地做一些事情, 所以最开始面临的一大挑战是如何让他们得以敞开心扉并信任我们。

**ARR\_** 现在依然是个挑战。

**CS\_** 我认为我们已经和社区建立了桥梁, 尽管还非常脆弱, 但确实已经存在。我们正在努力使其更加牢固。鉴于这个国家的政治历史, 他们很难理解我们想要参与他们的生活而不求任何回报。

#### DDM\_ How was Casa Nano - the Tokyo leg of this project - born?

**ARR\_** Regardless of the large infrastructure and cultural offer in Mexico, there are almost no projects developed by artists for artists. This has also to do with the paternalism of FONCA (Nacional Fund for Culture and the Arts) that keeps sustaining you: you finish a program with FONCA, then hop into the Sistema Nacional de Creadores (National System of Makers), and so on.

Casa Wabi was born from Bosco's idea of having a space for artists to let go of the established contemporary art system and be able to create, to relate. That's the 1.0 version, then came the idea of communitarian work. Casa Nano and Casa Wabi came from his experience at Tokyo Wonder Site (a creators' residency program funded by Tokyo municipality) about ten years ago.

Nano was born from the need to bond with artists in Japan and from an interest of Mexican artists to keep creating this type of programs besides those generated by FONCA or the market.

**CS\_** And also seeking chances to grow. It's a bit like saying “go, observe, fill yourself with different things in exchange for nothing”. It's a completely new concept. Galleries would send artists away to produce artwork; here, we don't even have workshop spaces to work, it's just a house. This is the third part of Casa Wabi in Puerto Escondido, for personal development and introspection. Unlike Casa Wabi where they are expected to do community work and there is always someone keeping track of their progress, here, we give them a map and let them go.

**ARR\_** The objective is for something to turn out of the artist's own experience. A cultural exchange through personal transformation.

#### DDM\_ 项目在东京的分支Casa Nano是如何诞生的?

**ARR\_** 墨西哥有大量设施和文化机遇, 但几乎没有为艺术家而开发的艺术家项目。这和持续支持你的FONCA (国家文化艺术基金会) 的家长式管理有关: 你与FONCA合作完成了一个计划后, 然后就进入国家创造者委员会, 等等。

Casa Wabi 源于Bosco的艺术空间设想, 让艺术家能够脱离现有的现代艺术体系, 去创造, 彼此联系起来。这是最初的版本, 然后产生了社区工作的想法。Casa Nano 和Casa Wabi都是基于他十年前在东京独立艺术中心的经验而来, 这是由东京市政府资助的艺术家在驻计划。

Nano的诞生是为了满足与日本艺术家联系的需要, 也是由于墨西哥艺术家感兴趣于在FONCA或市场决定之外, 持续创作此类项目。

**CS\_** 同时也在寻求成长的机会。有点像是在说, 去走、去看、去一无所求地丰富自己。这是一个全新的概念。画廊派艺术家出去创作; 在这里, 我们甚至没有工作场所用于工作, 这里只是一个房子。这是在埃斯孔迪多港的Casa Wabi的第三个部分, 为了个人发展和个人反思。在Casa Wabi, 他们总是要做一些社区工作而且总有人在随时跟进他们的项目进展; 在这里, 我们给他们一张地图, 然后任由他们自行发展。

**ARR\_** 目的是让创作从艺术家的个人经验中生发出来。通过个人蜕变开展文化交流。

#### DDM\_ Is that why you chose Tadao Ando san to build the main house of Casa Wabi? What about the rest of the architects involved?

**CS\_** Being this close to Japan, Bosco was offered a chance to talk to Tadao Ando san, they did and he was fascinated. As for the others, it has been an incredible and very organic process.

**ARR\_** We have chosen them based on their previous experience with similar projects and contexts. We looked for their ability of creating great buildings with great modesty. For example, Kengo Kuma san is building a henhouse. What interest could he have in building a henhouse? It's about looking at the work of an architect that besides «ultra projects» is willing to engage with tiny ones that can generate social improvement.

#### DDW\_ 这是你们请安藤忠雄来建造主建筑的原因吗? 其他合作的建筑师是怎么开始的呢?

**CS\_** 因为跟日本的紧密联系, Bosco有了和安藤忠雄对话的机会, 谈话顺利, 他也非常兴奋。与其他建筑师的合作, 都是令人难以置信又非常自然的过程。

**ARR\_** 我们根据他们过往的经历来选择, 类似的项目和类似的语境。我们看重的是他们极为谦逊地创造伟大建筑的能力。比如, 隈研吾在设计一个鸡舍。他对盖鸡舍有什么兴趣呢? 这说明他在“大型项目”以外, 愿意参与能够促进社会进步的小型项目。

#### DDM\_ Who are the architects involved so far? Who defines the program?

**ARR\_** Beside Kengo Kuma san, Solano Benitez, the Compost Pavilion and Ambrosi+Etchegaray are doing a pavilion dedicated to the Huayacán, which is a tree with healing properties and very difficult to grow, since we have a couple of them in Wabi, we want to protect them and grow more.

Alberto Kalach is working on the gardens and on a Yoga Pavilion. We just inaugurated the Clay Pavilion, designed by Alvaro Siza, and it is spectacular. There is where kids do workshops; we normally walk them

around the house, they see a movie and take a clay workshop.

The program is Bosco's job. Right now we have three: film, residencies, clay workshops, and we are looking forward to start an architecture one. We have made a study about how many pavilions we could build without chopping one single tree: 60 -- just imagine how much this space can grow.

#### DDM\_ 目前为止合作的建筑师有哪些? 谁来制定规划?

**ARR\_** 除了隈研吾、索拉诺·贝尼特斯以外, Compost Pavilion 和Ambrosi+Etchegaray 正在为Huayacán建一个大棚, Huayacán是一种具有治疗功能的树, 很难生长, Wabi有几棵, 我们想保护它们同时种植更多。

阿尔伯特·卡拉奇正在建花园和一个瑜伽馆。

刚刚落成的粘土馆是由阿尔瓦罗·西扎设计的, 十分壮观。这是孩子们的工作坊, 我们通常会带着他们参观房子、看电影, 进行一次粘土工作坊。

规划是Bosco的工作。现在我们有三个: 电影、住所、粘土工作坊, 期待再开启一个建筑工作坊。我们已经研究过在一棵树都不砍伐的情况下能建多少个展馆: 60个。你可以想象一下这个空间会生长成什么模样。

Alvaro Siza 设计的建筑。

摄影: Eduardo Amaro

Pavilion by Alvaro Siza. Photo by Eduardo Amaro.





## From Play to Plan Gaming for Cities 从游戏到规划：城市游戏

By Anouchka van Driel  
作者：何京蕴

In the past decades the gaming market around the world has seen tremendous growth; games are increasingly a part of our everyday life. Alongside this phenomenon an emerging field of serious games has also steadily developed. These are games that are not merely designed for entertainment purposes, but have a social drive or alternate goal to change our perceptions, or to help us make more informed decisions for the challenges we face in a given context.

Serious games (both digital and analogue) create space to arrive at new solutions and to reveal new problems that we might not have arrived at from more traditional methods of thinking. During any game, a player must invest time and effort in order to achieve a specific goal. If there is a balance between the difficulty of a challenge and a player's skill level, then they will continuously be engaged. The game also creates an important learning environment providing huge opportunities for learning by doing.

Urban planning is a complex field often faced with multifaceted problems, planners are required to balance competing public, private, and political interests, with no simple solutions. Within this complex sector serious games have the potential to be highly beneficial.

The idea of using gaming within the actual process of city planning remains a potent one, it would be of great use for city planners to be able to conceptualise development initiatives before they are put into policy. And increasingly we are seeing municipalities, city-councils, planners and architects opening up to the idea of integrating gaming into their work flow, also as a way to facilitate citizen participation within the planning process. Pioneering this field of developing actual practical games that tackle specific issues in a given city, or part of a city, is the foundation "Play the City".

"Play the City" states that it introduces "city gaming" as a method for fostering open and collaborative city-making. This method was first tested in Almere Haven in the Netherlands for an expansion plan in 2008 as part of the doctoral research of Ekim Tan, the foundation's founder. Since then, the method was implemented in various

urban situations, such as the development of Ninoofsepoort in Brussels, for urban transformation of self-built neighbourhoods in Istanbul, for a train station hub in Tirana and more. Often working directly with local stakeholders across the board from government to citizens.

Another very concrete example that has been implemented through workshops for very specific urban contexts around the world is the CityScope game, developed by the Changing Places group at the MIT Media Lab. CityScope is a digital 3D augmented-reality game for urban planning, incorporating Lego, and focused on rapid prototyping and facilitating non-expert stakeholder collaboration. The game has been used to test how bus-rapid transit systems could affect the city of Boston; and the country of Andorra used it to look into tourism, energy, and traffic congestion.

Within a more academic context Alfredo Brillembourg and Hubert Klumpner's Urban-Think Tank facilitated the creation of the urban game "Action! On The Real City", tasking students of ETH Zurich to create a game that facilitates decision-making and design processes to understand complex, real-life urban transformations. The process of the development of the game creates a much more challenging learning environment that will reap valuable benefits for their future careers as planners.

As can be seen, the emerging city game sector is steadily developing to become a more important tool within the city planning process, creating more citizen engagement. Yet the method is still new within the planning context and set protocols for integrating gaming are not currently in place, big steps are still to be made in this regard. Through more successful practices a case can be made to explore the feasibility of planning goals through simulation, and from game to reality be able to have a real impact.

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3. Play the City project page on the Nederlandwordtanderters digital platform, online: [www.nederlandwordtanderters.nl/projecten/play-the-city/](http://www.nederlandwordtanderters.nl/projecten/play-the-city/)
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## 严肃游戏能帮助 城市规划者在制定政策前先使之 概念化

过去几十年里,在全球游戏市场巨大发展的同时,严肃游戏的新兴领域也在稳步发展。严肃游戏不仅是为了娱乐目的,更有一个社会驱动或替代目标:改变我们的认知,或者帮助我们在特定情境下面临挑战时做出更明智的决定。

严肃游戏(包括数字游戏和模拟游戏)创造了新的解决方案,揭示了传统思维方式也许无法发现的新问题。玩家必须投入时间和精力才能达成一个明确的目标。如果在挑战难度和玩家的技术水平之间存在平衡,那么他们将不断参与这种体验,会倾注极大的注意力。游戏还创造了一个重要的学习环境,帮助玩家在动手过程中学习。

严肃游戏也能在城市规划这个复杂领域起到作用,帮助平衡公共、私人和政治利益,让城市规划者在制定政策前先使之概念化。在一个指定城市或城市指定地区中解决特定的问题,开发应用游戏这一领域的领先者是“游戏城市”基金会。

“游戏城市”将“城市游戏”作为一种促进开放和协作的城市营造的方法。基金会创始人伊京·谭博士研究中的部分内容,是针对2008年荷兰阿尔默勒港口的一项扩建计划,这也是这种方法第一次测试。此后,该方法在不同城市方案中实施,如布鲁塞尔Ninoofsepoort的开发、伊斯坦布尔自建社区的城市转型、加拉那的火车站枢纽等。

另一个例子是CityScope游戏,它是由MIT媒体实验室的Changing Places小组和城市研究与规划的MIT部门合作开发的,针对城市规划的数字3D增强现实游戏,融合乐高,专注于快速成型和便于非专业利益相关者协作。该游戏被用来测试快速公交运输系统如何影响波士顿市;安道尔共和国用它来观察旅游业、能源和交通拥挤;北京的通州区用它来观察不同的规划方案。

Alfredo Brillembourg和Hubert Klumpner的“城市智囊”推动着城市游戏“行动!在真实的世界里”的创作,分配苏黎世理工的学生去创造一种促进决策的游戏。游戏的发展过程有助于学生在跨学科构架中学习确定共同愿景和维护城市规划决策,进而创造一个更有挑战性的学习环境,为他们将来的规划师生涯带来可观的价值。

新兴的城市游戏产业正在稳步发展,成为城市规划过程中更为坚实的因素和重要工具,创造了更高层次的公民参与。一些较为成功的实践可以说明,游戏模式尽管并非完全准确,但它们足以让利益相关者就其目标进行现实的对话。



## New Manufacturing in Milan

By Cristina Tajani  
Councillor for Work, Economic Development,  
Commerce & Human Resources, City of Milan  
Translation Zhu Ruoxi

To accompany Milan's place within the so-called «Fourth Industrial Revolution» in April we launched the "Manifattura Milano" (Milan Manufacture) Program, a five-year plan for the development of digital manufacturing, providing an investment of ten million euros. In addition, Milan became the first city in Italy to implement programs introduced by the Government to foster industrial development nationwide (National Industry Plan 4.0).

Instead of top-down innovation spurred by large companies, we are now witnessing bottom-up innovation from a huge number of actors who embrace our motto «Innovate to Include»; the vision of a city that focuses on innovation and promotes inclusion by using new production models. The sharing economy, social innovation, an open, international outlook, smart city solutions, startups, fablabs, market space initiatives, .... These are just some of the actions that the City of Milan has actively promoted and made its own in the last five years: we feel confident we can also meet the challenges of this new revolution.

Manifattura Milano was inspired by the idea of making Milan an enabling ecosystem for the birth, establishment and growth of companies working in the field of digital manufacturing and new crafts production, by involving end-users right from the very start of product design, making them actors and not simply users, and by relying both on the strength of sharing and the important role of involvement in the manufacture process.

The program therefore aims to encourage the return of industrial production to the city through political and institutional action and uses networks of crafts production, design, new technologies, startups (and Milan is the first place in Italy for startup manufacturing). It promotes reshoring and networking processes, the mapping and allocation of spaces, supported by solid business investment, it promotes the matching of demand and employment opportunities to create projects and initiatives that impart and cultivate basic skills, both technical and scientific. Important cross-working skills are actively encouraged and developed.

The aim of the program is to enhance the city's economic attractiveness, to combine innovation, inclusion and sustainability, to both further develop well-established sectors and support the economy of the future, and in so doing create new jobs, professions - especially for the young, starting from what the city already possesses. Valuable hands-on experience and actions underway can help nurture a Milanese model that supports the growth and spread of urban manufacturing, one which employs the best international practices, but is respectful of the peculiarities and historical vocations of the city, one which keeps up a constant dialogue with social partners and other public and private actors, to attract resources, to optimize efforts, to sign agreements and to form important partnerships, to strengthen institutional links (ie City administrations, The Metropolitan Area, Regional and Central Government). An open and dynamic governance, a distinctive feature of all our Administration's actions. ■

## 米兰的新制造业

作者：克利丝汀娜·塔亚尼(任米兰市议员,负责就业、经济发展、商务与人力资源)  
翻译：朱若曦

为了与米兰在于四月举行、被称为“第四次工业革命”的计划中的地位相适应,我们推出了“米兰制造”计划。该计划将持续五年时间,为数字化制造产业的发展提供一千万欧元的投资。此外,米兰已成为意大利第一个由政府推行的在全国范围内促进工业发展计划《(国家工业计划4.0)》的城市。

不同于那些由大公司所推行的由上至下式的创新,我们目前正见证着由大量参与者所实践的自下而上的创新。这些参与者乐于接受我们所提出的“创新促进包容”的理念,这一理念与我们建立一座着眼于创新、采用新型生产模式以促进自身包容性的城市的愿景相呼应。共享经济、社会创新、开放而国际化的面貌、智慧城市解决方案、初创企业、创客工厂、市场空间首创者……这些仅仅是米兰市在过去五年中积极推进并使之融入城市本身的行动中的一部分,而我们对于应对这次新革命的挑战有着同样的信心。

“米兰制造”的灵感来源于将米兰打造成一个授权式生态系统的想法。这一生态系统将在产品的设计之初就引入终端用户的参与,使他们成为设计过程的参与者而非简单的用户,并将依靠分享的力量和在制造过程中参与度的重要作用,为在电子制造与新工艺生产领域内探索的公司提供孵化、创立与成长发展的生态体系。

因此,这一计划致力于通过制定政治上和制度上的举措,并利用工艺品生产、设计、新技术和创业公司之间的网络系统(米兰也是意大利制造行业内初创企业的首选城市),以鼓励工业生产回到我们的城市中来。依靠着雄厚商业投资的支持,米兰促进着重组改革与网络互联的进程,也促进着空间场所的地图绘制与安置配备工作的进行。该计划还促进了需求与就业机会之间的匹配,用以创造传授、培养技术与科学方面基础技能的项目和措施。重要的交互工作技能也得到了积极的鼓励和发展。

该计划的目的在于在现有基础之上增强城市的经济吸引力,将创新、包容和可持续发展结合起来,进一步发展已较为成熟稳固的行业并支持未来的经济发展,从而为人们——尤其是年轻人——创造新的工作岗位和新型的职业。极具价值的实践经验与正在施行过程中的举措可以帮助形成一种支持城市制造业增长和传播的米兰模式——这种模式在汲取最优质的国际经验的同时尊重城市的自身特点与历史使命,保持社会参与者和公共和私人行为体之间的持续性对话,以吸引资源并使努力的结果最优化,以签订协议并形成重要的伙伴关系,以加强政府机构(亦即城市行政部门、大都会区域、地方和中央政府)之间的联系。开放而充满活力的治理方式,是我们政府的所有举措所具有的鲜明特色。■

# 开放的公民权利

# OPEN CITIZENSHIP

# 社会包容性

# SOCIAL INCLUSION

# 城市线上线下

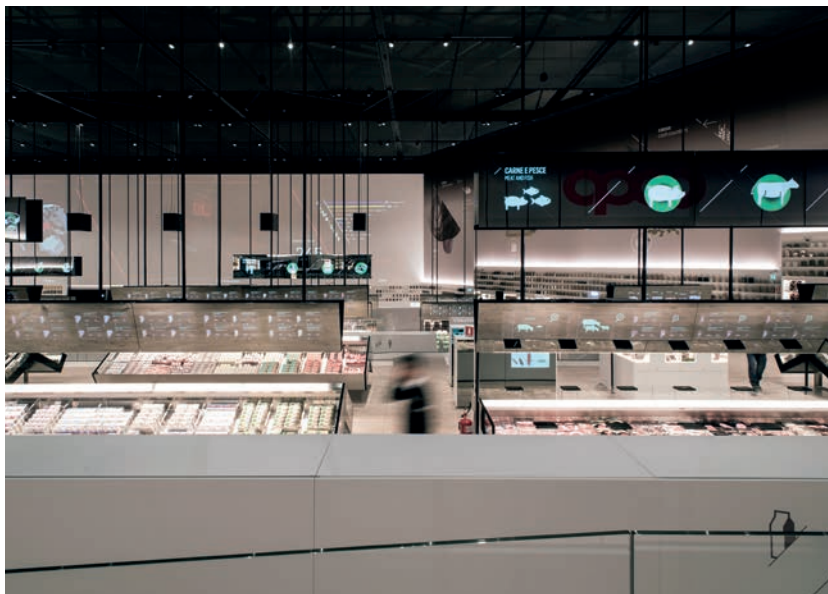
# O2O CITIES



# Supermarket of the Future

## 未来超市

Carlo Ratti Associati



The Supermarket of the Future is a large grocery store featuring pioneering digital solutions developed by Carlo Ratti Associati and built by Coop Italia, Italy's largest supermarket chain. It is an exploration of how data can promote more informed – and hopefully more sustainable – consumption patterns.

It incorporates facilities such as interactive food tables, smart shelves and real time data visualizations, which will inform shoppers about the origins and characteristics of particular foodstuffs, promoting more informed consumption habits. The flagship store extends over a surface of 1,000 square meters (10,800 square feet) and employs technologies first presented in a prototypical version by Carlo Ratti Associati at Milan's World Expo 2015, in the framework of Coop Italia's Future Food District pavilion.

At the Supermarket of the Future, more than 6,000 products are displayed on large interactive tables. As a shopper puts her hand close to a product, extra information about the food appears on a suspended digital mirror above – as in seamless augmented reality. Through these “augmented labels”, each product can communicate its nutritional properties, its origin, the presence of allergens, waste disposal instructions, correlated products and promotions and other data, potentially encouraging a stronger use of fresh, local products, and even new social links among people.

“未来超市”是一家使用了Carlo Ratti联合事务所开发的前沿数字解决方案的大型杂货店，由意大利最大的连锁超市Coop Italia建造。这是一个有关数据如何产生更信息公开的——希望也是更可持续性的——消费模式的探索。

超市里配置了互动餐桌、智能货架和可视化实时数据等设施，向顾客介绍特定食品的产地和特点，倡导更加信息公开的消费习惯。该旗舰店面积达1000平方米，所采用的是Carlo Ratti事务所在2015年米兰世博会上Coop Italia“未来食品馆”里首次展示的技术

“未来超市”里的超大型互动桌面上展示了6000多种商品，当顾客把手靠近某件商品时，有关食物的附加信息就会出现上方悬挂的数字镜像上，就像一种无缝连接的增强现实。通过这些“增强标签”，所有商品均可展示其营养特性、产地、存在的过敏原、废物处理说明、相关产品和促销等数据，意在鼓励顾客选择新鲜的本地产品，甚至可以创造人与人之间新的社交方式。

Photos by Daniele Iodice  
Top right: photo by Michele Versaci

# 城市线上线

# 020 CITIES





# Africa Junctions

## 非洲面貌

By Lard Burman



Oniru Estate, Lagos, Nigeria, 2009 / 2013



Boulevard 30 Juin, Kinshasa, Congo, 2011 / 2012

African cities are complex. They are overcrowded and chaotic, lacking good infrastructure, and to a large extent have grown out of their peripheries without planning. For many of the city inhabitants life happens on the streets. Public and private are intermingled. A sidewalk often also functions as a store. A traffic jam means stoppage to some, while it means work to others. To different degrees, African cities are marked by their colonial histories, informal structures, bad governance and large social inequality. Belgian anthropologist Filip De Boeck, who did research in Kinshasa, talks about the “invisible city”. On the one hand he means the lack of attention to and establishment of a certain image about the African city, on the other hand he

refers to the invisible urban patterns and networks that arise mostly informally. Theories about the African city expanded enormously in the last decade. By using western models in their analysis, one might jump to the conclusion that they must be dysfunctional. Yet this conclusion does not provide answers about how they actually do function. These are cities in which millions of people live their daily life, giving rise to urban cultures that differ from those we are familiar with.

In my photographs I do not so much want to record the reality of the moment, but rather the everyday reality of the place. By combining images out of multiple “documentary” photographs, a hybrid form between documentary and

非洲的城市很复杂。它们过分拥挤和混乱，缺乏良好的基础设施，在很大程度上没有规划地肆意蔓延。对于许多城市居民而言，生活是发生在街道上的，公共与私人界限模糊。人行道常常也是贩卖东西的商店。交通堵塞对一些人意味着停顿，对另外一些人则意味着工作。非洲城市多少都带有殖民地历史、非正式结构、管理恶劣和社会不平等状况严重的标签。比利时人类学家Filip De Boeck曾对金沙萨进行过研究，提到了“隐形城市”。这一方面是指对非洲城市缺乏关注、缺乏某种确定的形象，另一方面也指非规则式形成的看不见的城市格局和网络。近十年来有关非洲城市的理论极速膨胀，如果以西方模式来分析，可能会直接得出非洲城市功能失调的结论。但这一结论却不能回答它们何以在实际中是

# 城市再生

# URBAN REMADE

staged photography comes into existence. Within an African context this proves to be a deviating view. In most documentaries about Johannesburg we see armed robberies. In Lagos “area-boys” run the show. It is true, but it is part of a larger context that remains largely unseen. Apparently the quotidian is not fascinating enough. I choose for a panorama image of the city. From new suburbs, central business district up to the slums. In these different areas I look at street life and urban space. I “de-dramatise” the image.

Africa Junctions was made possible with the kind support of the Mondriaan Fund.

能正常运转的。数百万人在这些城市中过着日常生活，创造出与我们所知完全不同的城市文化。

在这套摄影作品里，我不太想记录瞬间的真实，而更想记录场所的日常。通过对多个“纪实”照片的图像整合，产生了介于纪实摄影与摆拍之间的混合形式。在非洲语境下，这是一个非典型视角。我们在很多有关约翰内斯堡的纪录片中能看到武装抢劫，在有关拉各斯的纪录片中能看到“area-boys”帮派——这些都是显示，但它们只是被隐藏的更大背景中的一部分。显然，生活中的常态不够吸引人。我选择了城市的全景图像。从新郊区、中央商业区到贫民窟，在这些不同的地方，我观察街头生活和城市空间。我把城市形象“去戏剧化”。

“非洲面貌”项目得到了蒙德里安艺术基金会的大力支持。





Ponte de Villa du Gamek, Luanda, Angola 2009 / 2010



Kivukoni Front, Dar es Salaam, Tanzania 2008 / 2013



# Lycée Schorge Secondary School

Kéré Architecture

Located in the third most populated city in Burkina Faso, the Lycée Schorge Secondary School provides a source of inspiration by showcasing locally-sourced building materials in an innovative and modern way. The design for the school consists of 9 modules which accommodate a series of classrooms and administration rooms. One of these modules also houses a dental clinic which will provide a new source of dental care for the students. The walls of these modules are made from locally-harvested laterite stone, which, when first extracted from the earth, can be easily cut and shaped into bricks. When the stone is left exposed to the atmosphere above ground, it begins to harden. The material functions really well as a wall system for the classrooms because of its thermal mass capabilities. This, in combination with the unique wind-catching towers and overhanging roofs, lowers the temperature of the interior spaces exponentially. Another major factor that helps to naturally ventilate and illuminate the interiors is a massive undulating ceiling. The wave-like pattern of plaster and concrete components are slightly offset from each other, allowing the interior space to breathe and expel hot stagnant air. Wrapping around these classrooms like a transparent fabric is a system of wooden screens. This secondary façade is made from a local fast-growing wood and acts as a shading element for the spaces immediately surrounding the classrooms. The screens also help to create a series of secondary informal gathering spaces for the students as they wait to attend their classes. The school furniture inside the classrooms is made from local hardwoods and leftover elements from the main building construction such as steel scraps from the roof. Creating a sort of autonomous “village” condition, the radial layout of classroom modules wrap around a central public courtyard. This amphitheater-like condition accommodates informal gatherings as well as formal assemblies and celebrations for the school and community as a whole. Overall, one of the most important goals of the design is to serve as a catalyst for inspiration for the students, teaching staff, and surrounding community members. The architecture not only functions as a marker in the landscape, it is also a testament to how local materials, in combination with creativity and team-work, can be transformed into something significant with profound lasting effects.

This text was slightly edited from the original provided by Kere Architecture.

Lycée Schorge中学位于西非布基纳法索国内人口第三大城市库杜古，该校的设计通过创新和现代的形式对当地建筑材料进行创新性展示。

学校包含九个模块，可容纳一系列教室和行政室，其中一个模块内还设有牙科诊所，创新性地为学生提供牙科护理。

这些模块的墙壁由当地的红土石制造，红土石被首次挖出时，可以很容易地被切割成砖，而这些砖石暴露在空气中后就会变硬。由于材料的热质量性能，材料和教室的墙壁系统开始发挥功效。再加上独特的风塔和悬挑屋顶设计，使室内温度明显下降。

巨大的起伏式天花板也有助于自然通风和内部照明。波浪状图案的石膏和混凝土构件间的些微偏移确保了内部热滞空气的及时排出，完成换气。

一个木制屏幕系统像透明织物一样包裹着这些教室。这层二次外立面采用当地速生木材，对于教室紧邻的周边空间进行遮蔽，也有助于创建一系列次级非正式聚集空间，作为学生们的课前等待区。

教室内的家具由本地硬木及主建筑中剩余的材料（比如主建筑屋顶的钢屑）制造而成。

教室模块采用径向布局，环绕着一个中央开放庭院，形成一种自治“村落”的状态。这种类似阶梯教室的布局可以用于非正式聚会，以及学校和社区的正式集会和庆祝活动。

总体而言，这一设计的最重要目标之一是为学生、教学人员以及周围的社区成员提供灵感。这一建筑不仅是当地的标志性景观，也证明了借助创造力和团队协作，当地材料也可以发挥重要作用，带来深远影响。

# 城市再生

# URBAN REMADE



摄影：Iwan Baan  
All photos by Iwan Baan.









## —— The Participatory City Project Open Neighbourhoods

Collaborative, community-based activities are foundational of any good neighbourhood and spring from people's natural desire to maintain a balanced ecosystem of relations based on respect and generosity. But what does put in motion and preserve participatory culture? Can its embedded, silent rules become a blueprint for actual city construction and management?

The Open Works research behind the Participatory City project aimed at substantiating this possibility with concrete findings and so it did over the span time of 12 months to generate a "mutual model", turn these features into design principles and developed a universal approach. A mutual model is "very different from charity and representative models where efforts are made by one group to give or direct resources to another group with needs. A mutual model creates a very equal platform that avoids labelling and stigmatisation. This model also helps to bring together resources from across a community, which is particularly helpful in areas where areas of deprivation sit in close proximity to more affluent areas."

A small, living prototype system was built in order to test the idea and this was done in West Norwood, Lambeth, London, in 2014/15. Lambeth Council and Civic Systems Lab formed The Open Works team to co-create a network of 20 practical projects with 1000 local residents. These projects were inspired by ideas from across the world that offered the potential to support a new and more sustainable way to live our everyday lives.

These 20 projects created new and engaging opportunities for sharing knowledge, spaces and equipment; for families to work and play together; for bulk cooking, food growing and tree planting; for trading, making and repairing and for suppers, workshops, incubators and festivals.

Over 5 years, Participatory City wants to transform a place into a demonstration neighbourhood that will become a model for wellbeing, sustainability and equality.

You can download the illustrated report and guidebook to a Participatory City on: [www.participatorycity.org](http://www.participatorycity.org)

### The Power of Small Ideas - The Community Lovers Guide

#### 小创意的力量

The Power of Small Ideas - The Community Lovers Guide is a spinoff of the Participatory City project. It is an open source editorial platform that gathers ideas, small-scale innovations, impromptu solutions and community-driven initiatives developed by people and collects them into City Guides for everyone to download.

You can find themed collections from various cities around Europe, each individually edited by a different contributor. A celebration of self-initiative and a sourcebook for action, the website also offers listings of open source projects and other platforms dedicated to open citizenship (The Peer to Peer Foundation), education (Trade School - Barter for Knowledge), food and farming (The Big Lunch), public spaces and place-making resources, urban markets (Incredible Edible Network) and much more. Read on [www.communityloversguide.org](http://www.communityloversguide.org)

小创意的力量——社区爱好者指南是“参与性城市”项目的一个外设部分。通过建立开放的编辑平台，收集大众的小创意、小创新、临时解决方案和社区项目，并将收集到的信息加入城市指南，所有人都可以从平台下载。

平台上包括欧洲许多城市的主题性集合包，每个集合包都是由不同人员单独编辑而成的。网站的开发完全是自发性，为行动提供原始资料集，同时，网站上还列举了涉及开放市民（如The Peer to Peer Foundation）、教育（Trade School - Barter for Knowledge）、食品和农业（The Big Lunch）、公共空间和资源市场、城市市场（Incredible Edible Network）等内容的各类开源项目和平台。

更多信息请见[www.communityloversguide.org](http://www.communityloversguide.org)

## —— 参与性城市项目： 构建开放社区

以社区为基础的合作式活动能够构建良好的社区环境，激发人们在尊重和宽容的基础上构建平衡的居住生态系统的愿望。但是要怎样发展参与性文化呢？它的固有规则是否能成为城市实际建设和管理的蓝图？“参与性城市”项目背后的Open Works研究希望通过实实在在的发现使这种持续性得以继续，该项目历时12个月，最终发展出一种“互动模式”，将所发现的这些特性转化为设计原则，并开发了一种通用的方法。这一互动模式“不同于通常的一组人将资源给予或分配给另一组有需要的人的慈善及其他代表性模式，而是创造一个完全平等的平台，避免给人贴标签和出现歧视。这一模式也有助于把社区资源聚集起来，这一点对于那些与富裕地区毗邻的贫困地区尤其有益。”

为了验证开放社区这一理念，2014—2015年间，在伦敦朗博斯区的西诺伍德建成了一个小型的生存系统原型。朗博斯区理事会和公民系统实验室成立了Open Works小组，总计推进了20项网络实践项目，有1000名当地居民参与。这些项目的灵感来自于世界各地，为日常生活提供了一种新的更可持续的方式。

这20个项目为各种活动创造了新的更有参与性的机会，比如知识、空间和设备的共享，家庭工作和娱乐，集中烹饪、粮食种植和树木种植，贸易、制作和修理，准备晚餐、车间、孵化器、各种节日，等等。

五年多来，“参与性城市”项目希望建立一个示范社区，成为人类生存、可持续发展和平等生活的典范。

“参与性城市”的详解报告和指南可见于：  
[www.participatorycity.org](http://www.participatorycity.org)

# 开放的公民权利

# OPEN CITIZENSHIP

# 应势而为的领导

# RESPONSIVE LEADERSHIP

# 开放的公民权利

# 社会包容性

# OPEN CITIZENSHIP

# SOCIAL INCLUSION





## — The Growing Green Guide

澳大利亚 / MELBOURNE / AUS ▼

The Growing Green Guide for Melbourne project has investigated the potential to transform Melbourne's roofs, walls and facades into vegetated, leafy habitats. It was a joint initiative of the University of Melbourne and the Inner Melbourne Action Plan (IMAP) with the cities of Melbourne, Yarra, Stonnington and Port Phillip.

The project was funded through the Victorian Government's Victorian Adaptation and Sustainability Partnership, and through the IMAP Councils. The project ran from 2011 to 2014 and created: a guide for the design, construction and maintenance of green roofs, walls and facades; a policy options paper to help government agencies consider the range of ways to support and encourage green roofs, walls and facades; a review of possible demonstration sites for green roofs, walls and facades in the inner Melbourne region.

The guide is written for professionals who may be involved in the design, construction and maintenance of green roofs, walls and/or facades. It is also relevant to developers, homeowners, and local and state governments, and although it is targeted at projects based in Melbourne and Victoria, Australia, it is also largely relevant for a wider geographic area.

The Growing Green Guide is released under a Creative Commons licence to encourage periodic updates and use of the information in a range of places.

You can read all the information in the Guide on this website [www.growinggreenguide.org](http://www.growinggreenguide.org)

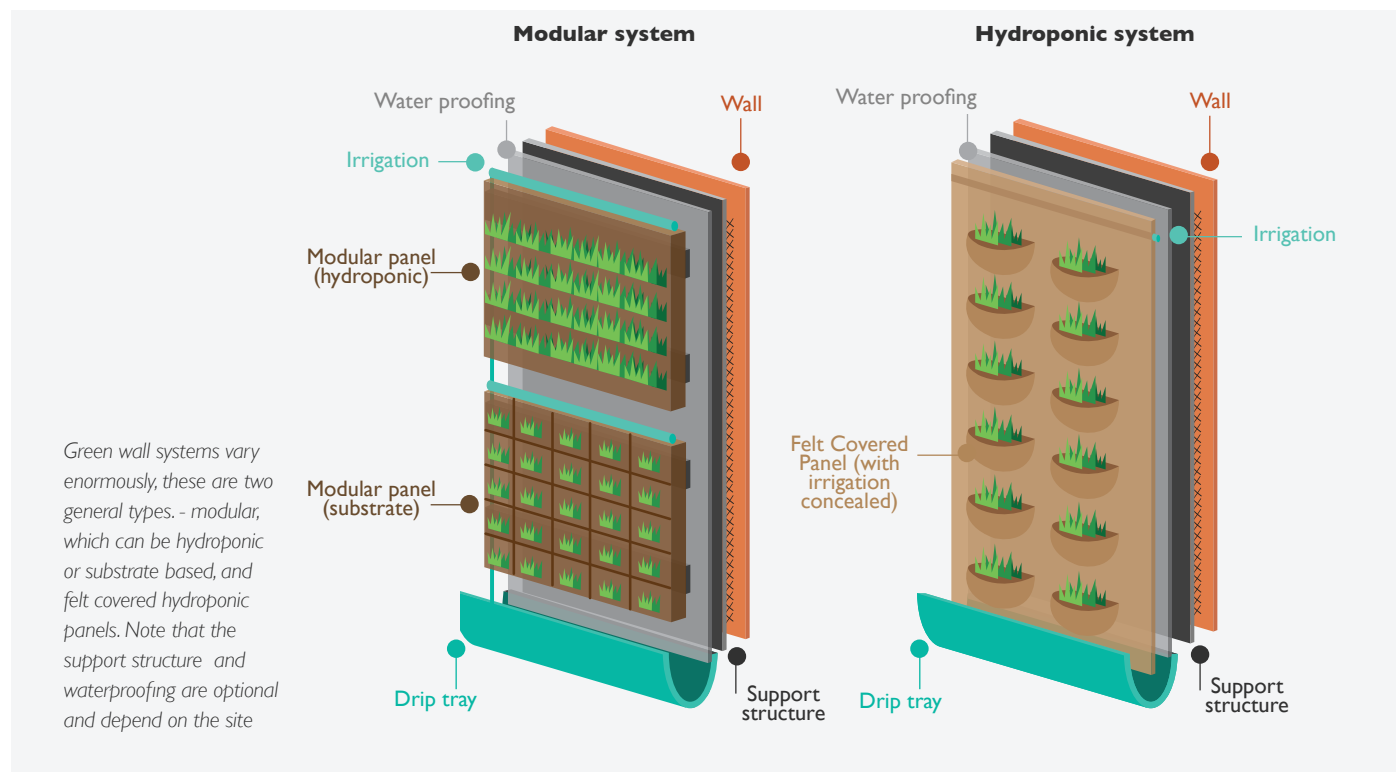
## — 不断生长的绿色指南

墨尔本的“不断生长的绿色指南”项目研究了将墨尔本的屋顶、墙壁和外立面转变为植被和绿叶覆盖的栖息地的可能性。项目是墨尔本大学和涵盖墨尔本、亚拉、斯通宁顿、菲利普港在内的“内部墨尔本行动计划”(IMAP)的联合倡议。由维多利亚州政府的适应和可持续发展合作伙伴资助,并经过IMAP协会的同意。项目时间从2011年到2014年,成果包括:绿色屋顶、墙面和立面的设计、建造和维护指南;一份政策性文件,帮助政府机构对支持和鼓励屋顶、墙面和立面的绿化方式的范围进行确定;对墨尔本绿色屋顶、墙面和立面的示范点进行审查。

该指南面向那些可能参与绿色屋顶、墙面和立面的设计、建造及维护的专业人士,但也适用于开发商、业主、地方政府和州政府。尽管它只是针对澳大利亚的墨尔本和维多利亚两个地区的项目,但无疑具有更广泛的区域参考性。

“不断生长的绿色指南”由Creative Commons 许可发布,鼓励定期更新及在多地使用该信息。

更多关于指南的信息可见:  
[www.growinggreenguide.org](http://www.growinggreenguide.org)



# BUILT ENVIRONS: ENERGY # 城市建成环境: 能源

# URBAN REMADE # 城市再生

## — Auckland Design Manual

新西兰 / AUCKLAND / NWZ ▼

The Auckland Design Manual created by the Auckland City Council is an open-access free resource that was created for everyone designing, building or developing in the city. The goal of the manual is to inspire, inform and share design best practices, highlighting successful projects and why they worked well.

Through these case studies, designers have a strong tool to provide their clients with real-world proof of what works. At the same time developers can see what can be achieved, and potentially be inspired to think beyond their comfort zone. But not only the professionals benefit, backyard DIY fans are just as much encouraged to learn and be inspired by the manual.

The overarching goal of the initiative is to create a more coherent and coordinated urban environment throughout the city of Auckland reflecting the natural environment surrounding it. The idea was first presented in Auckland Council's Auckland Plan (2012) that outlined the region's vision for the next 30 years.

The manual itself was developed out of originally fifteen different design guides that were made by eight different councils at the time, after these documents were merged the ultimate challenge was to make the information accessible and to create a more interactive environment, wherein the manual would be able to grow and expand as well. From this ambition emerged the website as it can be seen today. The full site was launched in December 2014 and is the first integrated design manual for a local government published anywhere in the world.

The online platform is now a rich database and resource that is constantly growing as design practices within the city develop and change. Auckland is changing fast, and thus so is the Manual, adapting to better fit the changes and improvements happening in the built environment.

The manual can be accessed at [www.aucklanddesignmanual.co.nz](http://www.aucklanddesignmanual.co.nz)

## — 奥克兰设计手册

《奥克兰设计手册》是奥克兰市政府为城市设计、建造或开发人员制作的一种开放式资源,宗旨是启发、介绍和分享最佳设计案例,突出强调成功的项目,并总结其获得成功的原因。通过这些案例研究,设计人员就有了向客户举例说明有效方案的有力证据,开发人员也可以看到能够实现的目标,会激发他们跳出常规的思维舒适区。除了专业人员,喜欢DIY的个人也能够从手册中获得启发。该计划的最终目标是在奥克兰市创建一个更加连贯、协调的城市环境,能够突出周边的自然环境。该设想首次在奥克兰市议会2012年的“奥克兰计划”中提出,描绘了该地区未来30年的愿景轮廓。手册是从八个不同的理事会制定的15个设计指南发展而来的,整合之后的挑战是信息的读取以及建立一个互动环境,让手册内容可以得到丰富和拓展。在这一动机促使下形成了我们今天所看到的网站。网站于2014年12月全面推出,是全球首个服务于地方政府的综合设计手册。在线平台现在已成为一个丰富的数据库和资源,随着城市中设计成果的发展和变化而不断丰富。奥克兰正在快速改变,手册也是如此,以更好地适应建筑环境的变化和改进。

手册完整内容可访问:  
[www.aucklanddesignmanual.co.nz](http://www.aucklanddesignmanual.co.nz)

## — Urban Rivers Chicago

美国 / CHICAGO / USA ▼

On June 10 and 11 2017, a group of donors and volunteers went for a kayak ride on the riverbanks of Chicago armed with 1500 plants to build a 450 ft (137.16m) long “floating garden”. This was organized by Urban Rivers, a local NGO, with support from the travel agency Kayak Chicago. By the end of last year, Urban Rivers had already completed one measuring 50 ft (45.72m).

Floating Gardens is an experimental plan that, with the aid of innovation technologies and the support of other NGOs, intends to push forward an urban natural revolution to preserve the habitat of aquatic species and other animals by restoring the original canals of the city, while, at the same time, creating new public and leisure spaces for its residents.

Urban Rivers aims to design and build a park on the east side of Goose Island, initiate further experimental activities for local communities, including the creation of more floating gardens. The long-term goal is set to 2020, when the Urban River Parks project shall reach an overall length of 1/2 mile (804.5m), thus turning Chicago in a global best practice case encouraging more to follow.

See [urbanriv.org](http://urbanriv.org) for more info.

This is a short excerpt from an essay written by Simone Chen on the Urban Rivers project, that will be published as part of Urban Matters, an upcoming new digital platform dedicated to urban futures.

## — 漂浮在河上的花园

2017年6月10日至11日,被一家名为Urban Rivers的组织招募来的资助者和志愿者们划着皮艇,带着1500棵植物,在当地旅行社Kayak Chicago所在的芝加哥河岸边安置了长450英尺(137.16米)的“漂浮花园”。而在去年年底,这家芝加哥本地的非营利组织已经先行完成了150英尺(45.72米)“漂浮花园”的建造。

“漂浮花园”是Urban Rivers发起的第一项实验计划。借助互联网、创新技术以及民间自主(自下而上)的力量,他们打算“以初创企业的创业精神来推动一场城市里的自然进化”,“通过重新修复城市河渠中的自然栖息地,为鱼类和其他动物提供栖身之所,同时为城市居民创造一个可用于休闲的自然之所。”

Urban Rivers还计划在鹅岛东面的北支运河上帮助设计和落实一个公园,其中会包括“漂浮花园”、野生动植物栖息地以及更多可被当地社区享受利用的体验。他们着眼于从目前至2020年的一个长期愿景——完成建造总长1/2英里(804.5米)的“城市河流公园”,并希望将芝加哥的案例塑造成一个范本,以此来激励更多城市采取行动。

更多信息可见[urbanriv.org](http://urbanriv.org)



# The Skygarden: Seoul and the highway of the future

By Anouchka van Driel  
作者:何京蕴

Located in the heart of Seoul, the Skygarden is a true plant village, a public 983-metre long park, realized on a former inner city highway accommodating the largest variety of Korean plant species. Seoulo 7017, its Korean name, references the dates of the original structure and the current repurposing. Mayor Park Won-soon inaugurated the reincarnated pedestrian-only highway on Saturday May 20, 2017.

The garden bridge within an urban context is not a new phenomenon, think of the envy of many a city around the world, New York's Highline, but also the opposite end of the spectrum, more failure than success, London's Garden Bridge. Skygarden stands out in its focus on the re-use of an old highway, deemed unsafe for cars and standing empty for some time, thus making a strong case for the shift from cars to foot.

The pedestrianized viaduct next to Seoul's main station is also the next step towards making the city and especially the central station district, greener, friendlier and more attractive, whilst connecting all patches of green in the wider area. In total, the park includes

24,000 plants (trees, shrubs and flowers) that are newly planted many of which will grow to their final heights in the next decade.

Since the project was won by the Dutch architecture firm MVRDV in May 2015, the central challenge of the Skygarden has been to overlay a matrix of Korean flora onto the 16m elevated steel and concrete structure. The firm jointly with the municipality, local NGO's, landscape teams and city advisers worked hard to accommodate the biggest diversity of flora into a strictly urban condition. New bridges and stairs were erected to connect the viaduct with hotels, shops and gardens in the vicinity as well as to the ground level. Cafés, a market and performance spaces are also scattered along the structure that is open to all 24 hours a day.

The project is part of a larger programme of public works within the city of Seoul for which the Mayor created the post of "city architect" to help make these happen. The Skygarden was one of several projects that grew out of the vision of the first architect in this position Seung H-Sang, which is now being carried further by his successor Young Joon Kim. The overall aim of the programme is to make the city more pedestrian-friendly, re-use or repurpose existing structures, with the ultimate goal to enhance the human scale of the city.

Seoul could become an example for other cities around the world, not only in the way it incorporates the human factor but also in rethinking our car-focused contemporary cities.



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# BUILT ENVIRONS: ENERGY

# 城市建成环境: 能源

## 空中花园:首尔未来的高架路 作者:何京蕴

位于首尔市中心的“空中花园”是一个真正的植物村，一座长983米的开放型公园，由以前的城内公路改造而成，容纳了最大数量的韩国植物种类。其官方名称是“Seoulo 7017”，提示了原始结构和当前再利用的时间节点。市长朴元淳在2017年5月20日主持了改造后的高架步行街的开放仪式。

在城市环境里设置花园桥并非首创，在全球许多城市都有先例，如纽约的Highline，以及过大于功的伦敦的“花园大桥”。首尔“空中花园”脱颖而出的关键是其重新使用了一条空置已久且被认为危害行车安全的旧公路，因此成为由公路改造为步行街的突出案例。

首尔中央车站旁的步行高架桥也是促使城市，特别是中央车站区更环保、更人性化、更具吸引力的重要一步，同时使更大范围内的所有分散绿化带相连。公园内共有24,000棵新栽植物（树木、灌木、花卉），其中有许多将在十年内长到正常高度。

荷兰建筑师事务所MVRDV在2015年5月赢得此改造项目，其主要挑战是将繁杂的韩国本土植物覆盖在16米高的钢铁混凝土结构之上。事务所与市政当局、当地非政府组织、景观团队和城市顾问共同努力，将最大的多样性植被融入严苛的城市环境。通过新建桥梁和楼梯，将高架桥与酒店、周边商店和花园以及与地面层

相连。此结构全天24小时开放，周边散布着咖啡厅、一个市集和各种表演空间。

该项目是更大规模的首尔市公共工程规划的一部分，市长为此规划特地设立了“城市建筑师”一职。“空中花园”是首任城市建筑师承孝相构想的项目之一，目前由继任者金荣俊继续推进。该规划的总体目标是使城市拥有人性化步行街，重新利用或改造现有构筑物，以提升城市人文规模。

首尔的规划可以成为世界其他城市的榜样，不仅因其对人文因素的综合考虑，也在于其帮助我们以对汽车交通为主的当代城市进行反思。



## DeFlat Kleiburg – Building Community

### DeFlat Kleiburg: 建设性社区

Recipient of the European Union Prize For Contemporary Architecture  
Mies Van Der Rohe Award 2017  
此改造项目荣获欧盟当代建筑奖  
2017年密斯·凡·德罗奖

NL Architects & XVW architectuur

De Flat is an innovative renovation of one of the biggest apartment buildings in the Netherlands called Kleiburg, a bend slab with 500 apartments, 400 meter long, 10 + 1 stories high. Consortium De FLAT rescued the building from the wracking ball by turning it into a Klusflat meaning that the inhabitants renovate their apartments by themselves. Kleiburg is located in the Bijlmermeer, a CIAM inspired residential expansion of Amsterdam.

A renewal operation started in the mid nineties. Many of the characteristic honeycomb slabs were replaced by suburban substance and Kleiburg was the last building in the area still in its original state; in a way it is the “last man standing in the war on modernism”.

The idea behind this renovation project was to rehabilitate the main structure -elevators, galleries, installations- but leave the apartments unfinished and unfurnished: no kitchen, no shower, no heating, no rooms. This minimized the initial investments and as such created a new business model for housing in the Netherlands.

Most attempts to renovate residential slabs in the Bijlmer had focused on differentiation. The objective: to get rid of the uniformity, to “humanize” the architecture. By many, repetition was perceived as evil. In the eighties three shafts had been added including extra elevators: they looked “original” but they introduced disruptive verticality. It turned out that these concrete additions could be removed: the elevators could actually be placed inside the cores, the brutal beauty of the horizontal balusters could be restored.

On the galleries the division between inside and outside was rather defensive,



by opening-up the facade the “interface” becomes a personal carrier of the identity of the inhabitants, even with curtains closed. Originally the storage spaces for all the units were located on ground level. The impenetrable storerooms created a “dead zone” at the foot of the building. By positioning the storage on each floor we could free up the ground floor for inhabitation, activating it to create a social base and embedding the “beast” in the park.

The gallery lights work with energy saving motion detectors - The individual units now define the appearance. Every passer-by a shooting star!

*Text shortened and edited from the original statement found on <http://miesarch.com/work/3509>*

De Flat是针对荷兰体量最大的公寓楼之一Kleiburg的创新性改造项目。Kleiburg是一幢拥有500户的折线型板式建筑，长400米，高10+1层。De Flat团队将其改造成一个Klusflat，即住户可自行翻新自己的公寓，用这种方式让这栋过时的建筑变得焕然一新。

Kleiburg公寓楼位于阿姆斯特丹Bijlmermeer，是受国际现代建筑协会(CIAM)启发而建造的住宅扩建项目。阿姆斯特丹从1990年代中期起就开始了一系列改造行动，许多有特色的蜂窝板式建筑被郊区的务实型建筑所取代，Kleiburg是该地区最后一处保留了原始风貌的建筑。从某种意义上说，它是“在反对现代主义的战争中最后的幸存者”。

此次改造的理念是修复电梯、走廊、设施等主结构，但对楼内各公寓不打磨也不装修：没有厨房、淋浴间、暖气或者房间划分。这在最大程度上减少了首次投入，并且因此在荷兰创造了一个新的住房商业模式。

Bijlmermeer的多数板式住宅楼改造项目重点都放在差异化上，目的是避免整齐划一，构建“人性化”空间。在许多人看来，重复就是罪恶。在1980年代，增加了三个天井，包括额外配备的电梯：它



All images courtesy of Marcel van der Burg

们看起来“很原创”，但加入了破坏性的垂直元素。事实证明，可以消除这些实体附加物所带来的不良影响：实际上，电梯可以移置到建筑内部，水平栏杆的野蛮之美亦可以得到修复。

在走廊上，原来室内外的划分防御性很强；改造时通过在外墙上开洞，使得即便是拉上窗帘，这个“界面”也会成为住户的个性载体。原来所有单元的储藏空间都被安排在一层，这个不可穿透的储藏室就变成了建筑物下方一个“无人区”；改造时将储藏空间分置于各个楼层，使首层空间得以释放，转而变成一个社交平台。

走廊灯带有节能感应装置——现在由各单元自行管控，每个经过的人都是一颗流星！

本文由官网信息删减编辑而来，更多可见 [www.miesarch.com/work/3509](http://www.miesarch.com/work/3509)

# 居住状态

# HOUSING STATES



# The Huantie Complex Park

## 北京环铁综合园

Studio O  
中间建筑



Huantie is an urban area on the northeast fringes of Beijing city so named after the large circular rail track that marks its boundaries, and was once used for testing and maintenance of trains. An unplanned and partly abandoned zone, it has over the years become home to small clusters of artists' studios, with much of its natural land left untouched. Among its most notable residents is conceptual and performance artist Huang Rui, the man that first moved with a group of peers into the 798 Art District in the late 1990s. Threatened with tabula-rasa type of demolition the area of Huantie could become instead an inspiring alternative for urban regeneration. He and architects at Beijing based studio O have a plan. They have shared it with us for the first time.

www.studioo.cc

All images courtesy studio O and Huang Rui

The "HCP" (Huantie Complex Park) project, from an urban & architectural point of view, starts by "preserving" & at the same time reinforcing the infrastructural existing layout of the circulation, intensifying it through a regular grid, increasing the porosity of accesses that will go through (in & out) the circular rails that are "delimiting" the area. The proposed intervention has the clear intent to create better & more sustainable living spaces, both, for the current residents in the area, by allocating them to new contemporary comfortable typologies, as well as injecting typologies that will suit the needs for young artists to be able to rent art studios, where creative spaces will merge with local villagers. The new layout will create a heterogeneous mix of residents that will benefit by living side by side, allowing to host all in the future under better conditions from a residential point of view as well as from public services and green areas surrounding & embracing them, increasing their living standards. The circulation grid encloses "blocks" that are firstly protecting the residential units with a "green belt", that are surrounding the interior space where a layout of art studios typologies are allocated.

At the center of the northern masterplan intervention, we propose a "green lung" with public functions that will vary from design hotels, art galleries, theater, cinema and other public facilities. Allocated next to the rail ring, with an easy accessibility, other public functions will be completed by having an art insitutions, ware-houses together with the existing stable area. The proposed north-west layout is the most dense and fully ready to be inhabited, as the strategy of the intervention is to continue the existing city dense urban texture from the north-west with a similar density which gradually decreases towards the north-east, allowing with the proposed grid to be completed in the future. The project proposes different residential typologies, that were designed in order to fulfill the needs of the artist, already present in the area, as well as attracting future creative people. The proposed urban layout will allow to create "art-paths" by linking the different blocks and studios. The proximity of the art studios will be a magnet for outside visitors and will as well function as an artistic sharing platform.



# 城市更新  
# URBAN REGENERATION



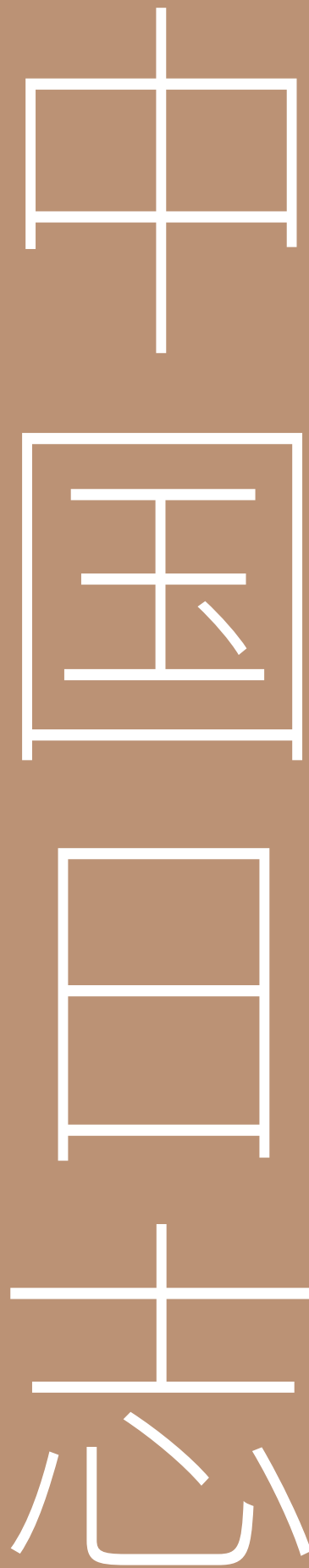
“环铁”指的是北京城市东北角一片由环形铁路围绕起来的区域，该环形铁路是中国铁路试验中心的环形试验场。大环内的土地基本上处于未经规划的半遗弃状态，多年来已经成为一些艺术家工作室的聚集地，其中最著名的当属中国概念及行为艺术家黄锐，他也是在20世纪90年代末期最早入驻798艺术区的艺术家之一。近期北京的城市规划整治行动已经危及这片区域内的艺术家群落，但危机同时也意味着一种城市更新的可能。黄锐联合北京的中间建筑事务所，在此首次公开他们的应对计划。

从城市和建筑的角度出发，环铁综合园项目从“保存”开始，同时加强现有布局的基础流线，单个组团以规则网格为轴线，增加环铁区域内外联通的通道，令艺术区内外交流更加通透。项目的意图创造更好、更可持续的生活空间，为现有居民分配新的当代舒适住宅，同时注入符合年轻艺术家需求的居住空间，以便租赁艺术工作室，将创意空间分布其中。新的布局将创造一个不同的居民群体，这些居民将受益于共享的生活，从住宅、公共服务、周边绿化环境等角度，提高他们的生活水平。流线以块为单位，首先用“绿化带”保护住宅单元，住宅单元围绕出内部空间，排布不同大小的艺术工作室。

在北部总体规划区域的中心，我们提出了一个具有公共功能的“绿肺”，包括设计酒店、艺术画廊、剧院、电影院等公共设施。它们将沿环线布置，方便交通。其他公共职能将通过艺术机构、仓库以及现有的稳定区域完成。拟议的西北布局是最密集、完全准备居住的地方，规划策略是从西北方向继续扩大城市密集的城市纹理，密度相近，向东北方向逐渐减少，按照规划分期完成。该项目提出了不同的住宅类型，既为了充分满足已入驻该地区的艺术家的需求，也为了在未来吸引更多的创意人士。拟议的城市布局将通过连接不同的街区和工作室来创建“艺术路径”。密集的艺术工作室集群既能吸引外来的游客，同时也会成为一个艺术分享平台。







# The Belt and Road Initiative: an Accelerator for the Global Agenda

By Sarah Orlando

We are living through an historical moment, one when China's foreign relations strategy, national development programs and extensive investment opportunities can play a key role as accelerators for achieving global goals.

The objectives of China as a country are aligning to key goals of the global agenda, and its positioning as a leader on the world stage, not least with regard to pressing issues like climate change, show China's will to take charge. The world has a chance to end extreme poverty, inequality and environmental degradation by 2030, a deadline that 193 world leaders have already agreed to work with via the 17 Sustainable Development Goals. And to this end, China "has plans". Besides those outlined in the 13th Five Year Plan (2016-2020), president Xi Jinping has launched a series of nation-wide initiatives to consolidate homegrown resources towards qualitative upskilling and development, such as the Mass Entrepreneurship and Innovation programs (2015), and the Made in China 2025, which was launched by the State Council in July 2015 as a comprehensive industrial strategy aimed at furthering economic stimulus until 2049 and eventually push Chinese manufacturing up the value chain. The Belt and Road Initiative is one particular foreign policy framework that more than others will function as a political accelerator - it is the most open, less detailed of all, and, maybe for this reason, it is the one with the greater potential to re-define global relations, especially for engaging soft factors among which innovation.

If the Chinese name is and remains One Belt, One Road "一带一路", the

official English name has been changed to the Belt and Road Initiative (BRI), thus semantically rendering its intended scope even wider. The BRI represents an unprecedented chance for open connectivity through South East Asia and the Middle East, reaching out to Europe. The biggest opportunity has been -and still is- seen in the hard aspects of connectivity. According to the Economist, the "One Belt, One Road scheme involving Chinese investment in infrastructure across Asia, the Middle East, Africa and Europe, aims to reinforce China's image as a country eager to use its newfound wealth for the good of the world" (March 2017).

Infrastructure developments across the interested regions represent indeed the biggest prospect for Public-Private

## TO REINFORCE CHINA'S IMAGE AS A COUNTRY EAGER TO USE ITS NEWFOUND WEALTH FOR THE GOOD OF THE WORLD

Partnerships, between governments and big SOEs. Much is being already negotiated under these terms - railways, harbours, etc. But these are also seen as a big opportunity for speculation, and doubts are rightfully rising across the new routes, as political parties and grassroots organization show scepticism at the actual good that these new ventures can do.

Nonetheless, these routes already existed. It is not their path that is strategic, but the way they are being selected and re-defined that shows strategic intent. As they are revitalized, new paths emerge every month (the BRI strategy is open) and demonstrate a newfound interest of China in re-opening them up by way of political and industrial partnerships (the countries that show more interest and strategic flare will set the agenda of the detailed steps to follow). At present the real challenge, often overlooked because of its hard-to-grasp contours and its wide scope and long-term realization, is the "soft connectivity" that the BRI initiative will convey. China is nationally trying to

build an innovation ecosystem as key to different aspects of development, for the industry as well as for the urban/rural challenge, and it is putting in place specific policies and concrete actions that are fostering its market so to address an ultimate internal challenge, which is social and cultural inclusion.

With such attempts at moving from being an "innovation sponge" to an innovation leader (in 2015 it was the number two investor in R&D in the world, with an investment of over 1,4 trillion RMB, second only to the U.S.), the Belt and Road initiative is definitely a fundamental part of China's "going out" strategy - its market is as ready as it could be for innovation to take hold.

The BRI (for its foreign relations) and the multifaceted "openness" policies (for its internal market) could create a disruptive change on both ends of these newly revived routes, rewiring new meaning to the implications of soft connectivity and bring about tremendous change: new digital and technological hubs could be built, new technology innovators could compete with current US dominant players (i.e. Google, Windows, etc.); new relations at city level could lead to joint policies connected to housing, mobility, and the elimination of physical barriers; new migratory flows could lead to novel humanitarian alliances.

The stakes are high, and the risks connected to it are enormous, especially because throughout the "new silk road" not all countries foster social and civic openness and participation (in the Popper sense of tolerant, cosmopolitan centres, conducive to the dissemination of ideas and economic growth). Nonetheless, with BRI, China challenges the West with a chance to build on new global relations and perspectives. And in a time when global issues are ever so urgent, the BRI could actually accelerate the process that should lead to solving them, or at least addressing them together, with timeliness and precision.



# “一带一路”倡议： 全球议程加速器？

作者：萨拉·奥兰多

我们正处在一个历史性的时刻：中国的外交战略、国家发展计划和大量投资机会在加速实现全球目标的过程中发挥着关键作用。

作为一个国家，中国的整体目标对准了全球议程，作为世界舞台上的领导者之一，其定位表明中国负责的意愿，尤其是对于一些诸如气候变化等较为紧迫的问题。全球有可能在2030年结束极端贫困、不平等和环境退化等问题，这是193个国家领导人在通过“可持续发展17项全球目标”时就已一致设定的时间节点。为此，中国“已有计划”。除了在第十三个“五年计划”（2016—2020年），习近平主席还针对定性提高技能和发展推出了一系列全国性举措，来巩固本土资源，如“大众创业、万众创新”（2015年）和“中国制造2025”。2015年7月，国务院将“中国制造2025”作为一项全面的产业战略，旨在到2049年促进经济刺激，并最终推动中国制造业的价值链。“一带一路”倡议是一个独有的外交政策构架，相比于其他行动纲领，更能发挥其作为政治加速器的作用，它是最开放也是最全面的。也许正是这个原因，它才具有更大的重新定义全球关系的潜力，尤其是在过程中融入包括创新在内的软性因素。

“一带一路”倡议的官方英文名目前已改为The Belt and Road Initiative (BRI)，在语义上对其针对范围的释义更加广泛。

“一带一路”倡议是一个前所未有的贯通东南亚和中东直至欧洲的机会。最大的机会始终是在连通性的硬性方面有所体现。据《经济学家》2017年3月份的文章，“‘一带一路’计划意味着中国的基础设施投资将贯穿亚洲、中东、非洲和欧洲，其目的是巩固中国作为一个急于利用新获得的财富为世界创造财富的国家形象。”

有关地区的基础设施开发，确实为政府与大型国营企业之间的公私合作关系提供了良好前景。许多基于此倡议的合作已经正在协商中，涉及铁路、港口等。但同时，倡议也被认为是一个巨大的投机机会，对新路线的怀疑声音也在相应增加，主要源于政党和基层组织对这些新举措所能带来的实际利益表示怀疑。

但不管怎样，丝绸之路和海上丝绸之路的线路早已存在——这里起战略作用的不是它们的实际路线，而是如何挑选并重新定义这些路线。在进行路线恢复的同时，每月都会有新的路线出现（“一带一路”倡议是开放式的），而在通过政治和工业合作关系重新开放新路线的策略上，一种新兴利益关系（表现出更多兴趣和战略信号的国家将确定随后的具体

措施议程）浮出水面。目前真正的挑战是“一带一路”未来将会传达的“软连接”，而正因为其难以把握的形态及其广泛的范围和长期的实践过程，这些挑战往往被忽视。中国正尝试在全国范围内建立一个创新生态系统，作为不同方面发展的核心，对于产业和城乡问题来说都是如此。同时，具体政策和实际行动也在落实中，以培育市场，最终解决内部挑战，这也是社会和文化包容性的体现。

从“汲取创新”到创新领袖（2015年在全球研发战略投资上中国排名第二，投资金额超过1.4万亿元人民币，仅次于美国）的探索路程，“一带一路”倡议绝对是中国“走出去”战略的一项基本任务，其市场也已准备就绪，随时准备抓住创新机遇。

“一带一路”倡议（对外关系）和多方面的“开放”政策（对内市场）可在这些新路线的两端创造颠覆性的变化，同时重新定义软连接，带来巨大变化：可以建立新的数字和技术中心，新技术创新者可以与当前的美国巨头（谷歌、微软等）竞争；城市水平的新关系可能产生有关住房、流动性和消除物理障碍等问题的共同政策；新的移民流动可能导致新的人道主义联盟。

与这些高利益相应的风险也是巨大的，尤其是当“新丝绸之路”上并非所有国家都能促进社会和公民的公开和参与（即卡尔·波普尔所说的宽容、国际中心、思想传播和经济增长的助力）。然而，借助“一带一路”倡议，中国将胜过西方，将有机会建立新的全球关系和观点。在全球性问题如此迫切的当下，“一带一路”倡议可以加快解决这些问题的进程，或者至少能保证解决这些问题的时效性和精准度。

**中国的整体目标对准了  
全球议程，作为世界舞  
台上的领导者之一，  
其定位表明中国负责  
的意愿**

**THE BELT AND ROAD  
INITIATIVE IS ONE PARTICULAR  
FOREIGN POLICY FRAMEWORK  
THAT MORE THAN OTHERS  
WILL FUNCTION AS AN  
ACCELERATOR - IT IS THE MOST  
OPEN, LESS DETAILED OF ALL,  
AND, MAYBE FOR  
THIS REASON, IT IS THE  
ONE WITH THE  
GREATER POTENTIAL  
TO RE-DEFINE  
GLOBAL RELATIONS**

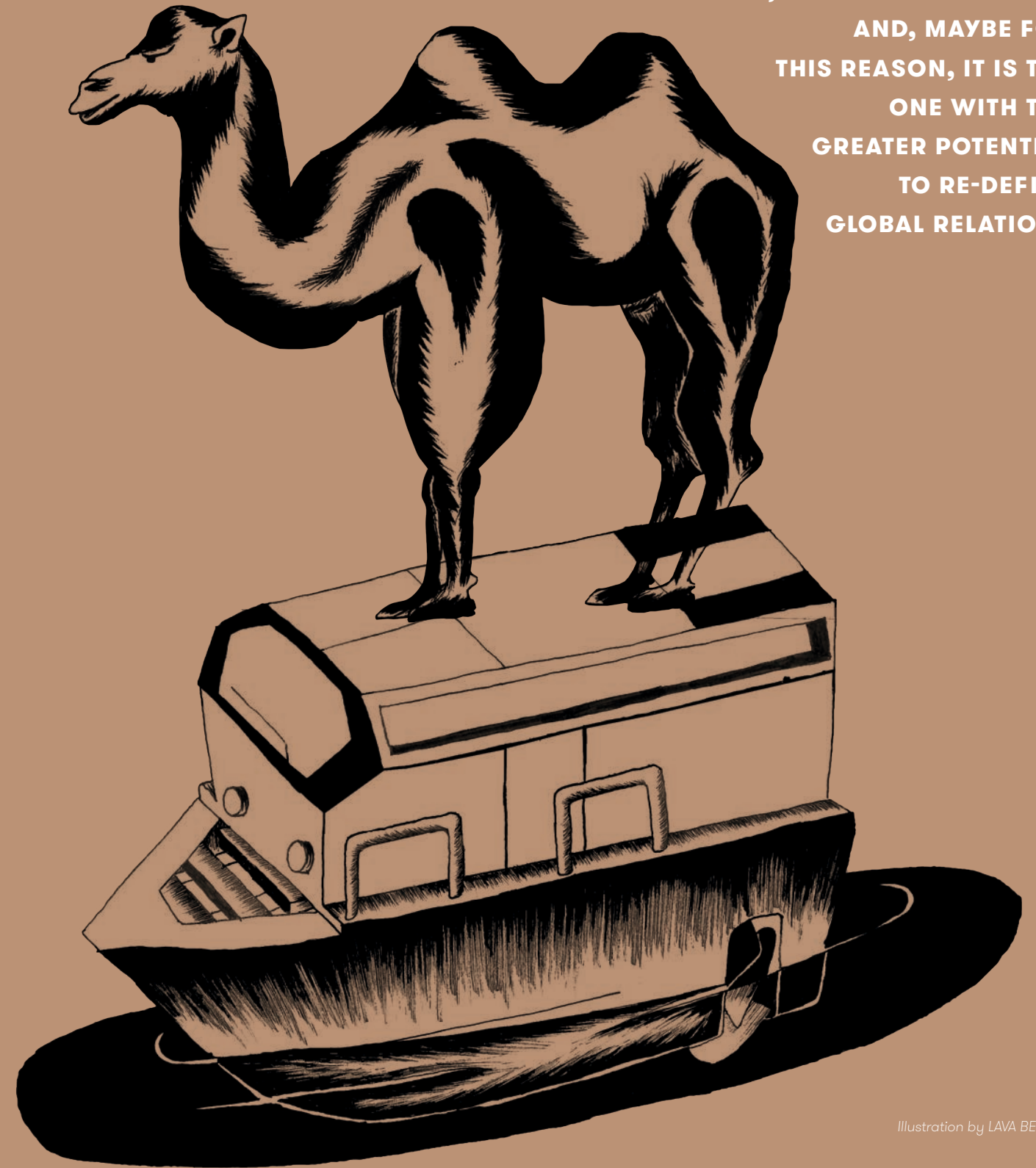


Illustration by LAVA BEIJING



# A Chinese Urban Model

## 中国城市模式

By Daan Roggeveen  
作者:达恩·罗赫芬

It is just hours after Donald Trump has been elected the 45<sup>th</sup> President of the United States when I arrive at the opening of Shanghai Art Week. Over the previous years, the festival has developed into a celebratory concentration of cultural events in the city, with this year emerging as its triumphant apex. Crammed into the space of just a few days were the opening of an art fair, the unveiling of various new gallery spaces, lavish parties, and on top of all that, the launch of the 11th Shanghai Biennale in the city's Power Station of Art – an industrial heritage building-turned-contemporary art museum on the West bank of the Huangpu River.

When I walk in, the cluster of smaller and bigger renovated industrial buildings is already buzzing with activity; fashionable kids wearing black dresses and white Stan Smith sneakers, clutching glowing smartphones in one hand, a glass of champagne in the other.

Opposite a Tracey Emin neon, strategically positioned next to the entrance of the building, sits a booth with a large model of the waterfront district, praising its development with celebratory captions on the wall: “Central Activity District of Extraordinary Global City.”

### The New Normal

After more than three decades of progress, Chinese cities have arrived at a stage of so-called “New Normal”, a term used by the Chinese leadership to describe a major transition in the economy towards a slower, but more stable type of growth.

For several years, China's economy had been slowing down: a change which impacted cities massively. Real estate developments stalled, factories closed and workers lost their jobs as the economy was swayed by a series of severe complications including a crashing stock market, serious problems regarding debt-laden local governments, and an overheated real-estate market. Urban districts and even whole cities had to redefine their strategies and *raison d'être*.

Simultaneously, China started an economic transformation process from an industrialized to a service-oriented economy. Its economic growth was not targeting double-digit numbers anymore, but aiming at a sustainable economy of innovation, pushing the development of

the private sector instead of state-owned heavy industries. Domestic consumption had to replace the economy of export.

Moreover, urban leaders and residents alike started focusing more on the “soft side” of urban development, which resulted in increased attention to environmental issues and urban culture. City governments established not just art museums and creative districts, but also music festivals and cultural events.

A young, well-educated creative class proved to be a fertile ground for this cultural landscape. Festivals, gallery openings and museum programmes were expanding quickly thanks to a continually increasing audience. All these changes had a vast impact on the metropolitan landscape, with art being used as the ubiquitous icing on the cake of urban regeneration.

Moreover, Chinese companies—both state-owned and private—started moving their activities and investments abroad, motivated by a range of purposes, from the urge to diversify and expand their portfolio to the acquisition of know-how.

### Model

The urban archetype, which saw hundreds of millions of people swap their life from farmland to factory, created economic growth for decades. In doing so, the Chinese urban model developed into one of the most successful in the world. This method could be understood as a refined and well-tested system which combined bottom-up energy with top-down force – firmly pushing cities and their inhabitants towards progress fast-forward.

The top-down strategies of centralized political choices allowed for the development of mushrooming city centres that appeared seemingly overnight. They were built by entrepreneurial farmers who changed crops for construction sites in pursuit of a better life.

Based on a system of gated areas—residential, industrial and business zones—Chinese cities generated an archipelago urbanism of disconnected urban conditions, dividing cities into large-scale plots of mono-functional use. Public space, historically an area of public interaction and engagement, was increasingly being converted into a place of consumption: from street to shopping mall in a few decades. It produced a country of clean, well-organized yet rather similar cities.

Fast urbanization had sharp downsides as well. They include the forced evictions of farmers and residents of old urban neighbourhoods; a spectacular, disconcerting and ever-increasing gap between the haves and the have-nots; immense environmental pollution; serious oversupply leading to bubbles in the real estate market; and an unsettling division between urban residents and rural immigrants.

唐纳德·特朗普当选为美国第45任总统之后几个小时,我抵达了上海艺术周的开幕现场。过去几年来,上海艺术周已经发展成为一场城市文化庆典,今年是其发展的顶峰,在短短数天内将举办一场艺术博览会的开幕式、多个新画廊空间的揭幕、奢华派对等,还有最重要的,第十一届上海双年展将在黄浦江两岸由工业遗产建筑改造而成的当代艺术博物馆里开幕。

我到达现场时,翻新后的大小工业建筑群里已经非常热闹;时尚青年们身着黑裙和白色Stan Smith运动鞋,一手抓着亮闪闪的智能手机,一手抓着香槟杯。

入口旁放置着翠西·艾敏创作的霓虹灯,对面的摊位上展示着滨江规划模型,墙上的宣传语在赫然炫耀上海滨江的发展成就:“全球城市中央活动区”。

### 新常态

经过三十多年的发展,中国城市已经到了所谓“新常态”阶段,这是中国领导层用来形容现阶段经济重大转型的用语,即向较慢但更稳定的增长方式转型。中国经济的增长速度近几年来持续放缓,对城市的影响尤为明显。经济受到一系列严重并发症的影响,包括股市崩盘、地方政府负债沉重、房地产市场过热等问题,导致房地产开发停滞、工厂关闭、工人失业。各城区甚至整个城市不得不重新定义自己的战略和存在理由。

与此同时,中国开始了从工业化经济到服务型经济的经济转型:不再以两位数的增长速度为目标,而是瞄准可持续发展型经济,推动私营部门而非国有重工业的发展。国内消费将取代出口型经济。

城市管理者和城市居民也更加重视城市发展的“软件”,越来越关注环境问题和城市文化。市政府不仅建设了艺术博物馆和创意区,还举办音乐节及其他文化活动。受过良好教育的年轻创意阶层是这一繁荣文化景观得以出现的沃土。此类人群数量不断增加,使各种节日、画廊开幕活动、博物馆项目的规模迅速扩大。所有这些变化都给大都市景观带来了巨大的影响,艺术成为城市更新的生花之笔。

此外,在投资组合多元化和扩大化或获得专业知识等目的驱使下,中国企业(无论公、私)开始将其活动和投资移至国外。因此我们会看到,中国企业在缅甸建造铁路,在巴基斯坦建电厂,在伦敦市中心投资高档住宅,在美国投资电影院,在米兰和马德里投资足球俱乐部,在内罗毕投资医院和高楼,在埃塞俄比亚投资手机网络和限制型互联网。

### 模式

城市让数亿人口从农田转移到工厂,创造了数十年的经济增长。这种发展让中国城市模式成为世界上最成功的城市模式之一。这种方法是一种精心测试过的系统,将自下而上的自发力量与自上而下的强制力量相结合,牢牢地推动城市及其居民向前迈进。

自上而下的集中战略似乎在一夜之间就带动了新兴城市中心的出现。它们是由民工建造起来的——为了追求美好生活,这些农民离开土地,来到建筑工地。高度重复使得这些建筑能够被快速建成并可负担,对于供不应求的房地产市场而言,这两点是必要的且很有吸引力。

Nevertheless, it was also an appealing model, particularly for non-Western countries. After all, China's cities were efficient, with well-functioning infrastructure, top-notch public transport, proper housing for the majority of its urban residents, and an economic growth that allowed people to work their way up from rural poverty to urban middle class. They had a low crime rate, an attractive climate for foreign investors, and a glitzy skyline to boot. Could this metropolis be a model for cities globally, like the Italian city once was a blueprint for those of Northern Europe?

### Blueprint

Chinese cities are not necessary pleasant. And yet for the majority of the world's population, this type of progress-oriented development is an essential part of daily life and aspiration.

This “urbanism of time difference” indicates that what is happening in China now will also happen in other countries, like an approaching thunderstorm on the horizon. Moreover, urban phenomena we see globally, such as migration, gentrification, re-appreciation of heritage, a renewed interest in authenticity, and an obsession with all things “smart” and “digital” also take place in China, but at much larger scales, implemented more efficiently, and at a faster pace.

### Reverse Globalization

China can be regarded as an urban laboratory to test out ideas and mature them for the rest of the world, creating developmental blueprints for other places. Its unorthodox solutions for urban issues, the ability of its cities to adapt to change, the resilience of its people, the availability of assets, and its immense scale make it a fertile testing ground.

The powerful outbound push of China, the fragmented political situation in Europe, and the inward-looking prospects of the US will only help to feed this agenda.

This text is an abridged version of the introductory essay written by the author, published by Nai010. (see more details in the dedicated column).

封闭式的住宅和工业园区,使中国城市里出现了“群岛城市主义”:汽车横行的街道将城市分为各自具有单功能用途的大型区域。用于社交和娱乐的共享空间正在被转化为消费场所,几十年下来,街道变成了购物中心。城市于是变得整洁无比、组织分明却千篇一律,快速增长的中产阶级城市人口努力贷款买房、买车以及送孩子去好学校上学。

快速城市化也有其负面影响,包括强行驱逐农民和老城区居民,差异化待遇不断加大,涉及空气、水和食品的严重的环境污染,严重的供过于求导致了房地产市场泡沫的产生,以及城市居民与外地人口之间的矛盾。

然而,这依然是一个具有吸引力的模式,特别是对于非西方国家来说。毕竟,中国的城市效率很高、基础设施运作良好、公共交通一流、大多数城市居民有合适的住房,而且经济增长也使人们能够从贫困的农村生活转变为城市的中产阶级。城市犯罪率低、投资环境良好,城市景观无比壮观。这个大都市能否成为全球城市的典范,就像意大利城市曾经是北欧的蓝图一样?

### 蓝图

中国城市并不宜人:尺度过大、建筑重复度极高、污染状况令人窒息。从西方视角来看,这种侵略式的、问题迭出的城市发展决非常规。然而,对世界大多数人口来说,以进步为导向的发展是日常生活和愿望的重要组成部分。

这种“存在时差的城市主义”表明,中国现在所发生的事情,会不可避免地在其他国家出现。同时,我们在全球范围内观察到的一些城市现象,如移民、绅士化、遗产重新评估、重燃对原真性的兴趣,以及对“智慧”和“数字化”事物的痴迷,也都在中国发生,只不过规模更大、效率更高、速度更快。

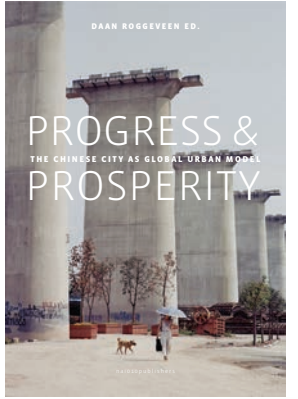
### 逆全球化

世事多变,脱离了殖民统治一百年的中国,如今已经发展出足以推广至前宗主国首都的城市模式。这些“交易”的首批迹象既包括实体经济——住宅房地产开发、机场建设、发电厂的建设,也包括虚拟经济——艺术、体育和互联网等领域的投资,如游戏和单车共享计划。不久,中国的设计师、电影人、艺术家、程序开发者和当代城市文化的其他构筑师就将为全球城市带来影响。

中国可以被视为一个城市实验室,试验各种设想并使之完善,为世界其他地方构建发展蓝图。这里应对城市问题的非常规解决方案、城市适应变化的能力、市民的适应性、可用资源的丰富性及其巨大的规模,使其成为一个完美的实验场地。

中国强大的对外推动力、欧洲分散的政治局势,以及美国内向型的发展前景,都只会推动这一议程。

本文由作者书《进步与繁荣》(Nai 010, 2017)中的导言提炼编辑而成。有关此书的详细信息,请见专栏。



### Progress & Prosperity ; The Chinese City as a Global Urban Model

#### 《进步与繁荣：全球城市模型之新型中国城镇》

This timely book focusses on the country's shift from building for construction's sake to that of building for progress. It examines the future of cities as a “testimony from the battleground” (i.e. Chinese cities), and how their current metamorphosis can impact cities worldwide – particularly in the Global South. Its key argument: China has developed a very appealing urban model. Will this be a blueprint for cities worldwide, resembling the Italian city - once a model for the European metropolis?

By Daan Roggeveen, founder MORE Architecture, Shanghai / Go West Project  
With contributions by architects (XML, OMA), activists (WAI Think Tank, Ou Ning) and academics (Esther Da Costa Meyer - Princeton, Steven Chen - Harvard, Jeffrey Johnson - University of Kentucky, Zhou Ying - HKU) among others.

这本书的出版可谓适逢其时。它聚焦于中国从为建设而建设到为进步而建设的转变,将城市的未来作为“战场(即中国城市)的见证”来探讨,并讨论它们目前的变化如何影响世界其他城市,尤其是南半球的城市。其核心论点是:中国已经创造了一种很有前景的城市模式。它是否会成为其他城市的范本,就像意大利城市曾经是欧洲大都会的典范那样?

作者:达恩·罗赫芬(上海/西行计划、MORE Architecture创始人)

撰稿作者中包括建筑师(XML、OMA)、活动家(WAI Think Tank、欧宁)和研究者(普林斯顿大学的Esther Da Costa Meyer,哈佛大学的Steven Chen,肯塔基大学的Jeffrey Johnson,香港大学的Zhou Ying)等不同领域的专家。

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## Rural Placemaking: a Bridge and a Children's Playground

Fu Yingbin, Yan Lu, Zhang Haoran

Younger architects in China have been active in reviving the country's natural villages in the past few years. The Beijing-based team of landscape architect Fu Yingbin and his two partners have been likewise practicing across rural areas, although with a specific interest in exploring low cost and low-tech construction methodologies for the creation of public facilities and spaces.

Two of their latest projects are located in Zhongguan village, Tongzi County, in Guizhou's mountain area — a bridge and a children's playground both employing on-site construction methodologies. Since concrete, bamboo and similar materials commonly used in city programs were unavailable, the architects opted to use steel springboards, which are normally used for scaffolding and offer resistance against friction, pressure and corrosion. The bridge piers and bases are built with stone cages which are commonly seen in water conservation projects. This unique structure obtained with the use of PVC coating with galvanized steel wire, is water-resistant and durable. Simple construction, low cost, and no need for machinery, are necessary due to the limited space for construction in mountain areas.

The children's playground was assembled with leftover materials recovered either from new construction sites or from dismantled old buildings in the surrounding areas. Thanks to a much larger scope of freedom in designing the space and facilities here, the seemingly messy materials became an open tool-kit for different co-making activities organized in collaboration with local residents who complemented the process with their own skills and knowledge of local construction methodologies.

Place-making has always been a crucial part in building public projects for Fu and partners: "We are not building just one bridge, but two. One is the physical bridge, the other one connects people to their homeland."



### 乡村公共设施及空间： 一座桥和一个儿童乐园

傅英斌、闫璐、张浩然

对乡村公共设施及空间的研究和探索，是景观建筑师傅英斌及其团队在介入乡村时的一个工作重点。他们2016年在贵州省北部山区完成的儿童乐园和人行桥项目，试图恢复村子里消失的公共空间，重建人与人、人与自然、人与场所的关联。

强调环境比建设更重要，从环境出发寻找设计方案，这一点应用到傅英斌团队的乡村建设实践上，就形成了在材料和施工上遵循低成本的在地建造。比如，儿童乐园项目在空间和设施的设计上都有很大的自由，他们于是充分利用了堆积于场地中的大量“废料”，包括在乡村建设过程中产生的废料、废料以及拆除的旧物，来“拼凑”成一个乐园。材料的“杂乱”反而激发了体验的丰富性，配合当地施工技术，也给场地增添了本土特征。

人行桥项目最初的方案是混凝土桥，但因为当地不具备这样的桥梁施工条件，只好改成现在的方案。在材料的选择上，桥墩与基础选用了在水利工程里常见的石笼网箱工艺：经过特殊处理的高强度镀锌钢丝经过PVC防腐防腐加工后编织成网箱，装填石料后经过绑扎即成石笼网箱，其特有的柔性结构使之既牢固稳定耐冲刷，又可以抵御一定程度的沉降和形变，施工简便，造价低廉，无需机械，非常适合在山区等技术设备受限的场地施工。桥面的材料最后选择了钢跳板：一种被广泛应用于脚手架的成品材料。跳板经过整体镀锌后极为耐腐蚀，作为桥梁使用和磨损程度最高的桥面来说最合适不过，而且钢跳板面层为高强度的镀锌钢网，满足了建筑师对桥面的通透要求，行人可以透过桥面看到河水。

对人与场所关联的重建从项目施工阶段即开始。参与式营造是傅英斌乡村建设项目的又一特点，因为是人赋予场地以温度，场地又给人以记忆与牵挂，而参与则让不同生命的时间缝合在了一起。村民参与建造过程，既能让他们与场地产生天然的联系，又为项目带来了某些充满不确定性的有趣结果。如傅英斌在谈到人行桥项目时说，“我们现在修筑的，不是一座桥，而是两座桥。一座是物质上的桥，另一座是人与人之间的桥；后者更加重要。”

# 乡村建设

# RURAL MOVEMENTS

## Affordable Housing for Farmers in Hangzhou

gad

Commissioned by the municipal government of Hangzhou, the project consisted in providing 15,300 square meters of affordable housing for 50 households in Dongziguan Village. How to build quality housing for relocated farmers with a low budget (\$190 or ¥1300 per square meter) while maintaining their original lifestyle of collective living was a major challenge. Instead of opting for the typical high-rise affordable housing generally built in China, the architects chose the vernacular style of the courtyard, a traditional urban typology. Groups of six buildings are realized using two different types of footprints (11 x 21 meter; 16 x 14 meter) where individual households surround a central courtyard which becomes a place for communal activities. Four different types of courtyard are used in the overall site plan whose aggregation is designed following traditional clustering patterns found in historic Chinese cities.

A general survey was conducted with local families to gather information about their composition, age groups, living habits and needs, which informed the buildings layout generating a particular spatial order becoming increasingly private on a south to north axis. The buildings are designed in a vernacular language where the traditional pitched roof is reinterpreted as a continuous asymmetrical slope. Gray and white bricks are arranged to create different patterns, while wooden panels are juxtaposed to traditional bricks, steel and glass to ensure the best thermal and ventilation performance. The roof cantilever echoes with the vernacular architectural style in Hangzhou, providing a shelter during rainy seasons.



### 杭州富阳东梓关回迁农居

gad (绿城设计)

为改善这一典型中国江南村落的居住条件，当地政府决定一期外迁50户，遵循宅基地一户一宅的分配方式，在老村落的南侧进行回迁安置。gad的设计从基本单元入手，将宅基地轮廓边界与院落边界整合考虑，在建筑基底占地面积不超120平方米的前提下，确定了小开间大进深(11x21米)和大开间小进深(16x14米)两种基本单元。

两个基本单元建筑基底的适度变化演变出四种类型，将单元通过前后错动、东西镜像形成一个带有公共院落的规模组团。每个规模组团都有一个半公共开放空间。户与户之间完全独立，不共用同一堵墙，间距在1.6~3.2米不等。若干个组团的有序生长衍生逐步发展成有机多样的聚落总图关系，这种从单元生成组团，再由组团演变成村落的生长模式与传统中国古建筑的群体生成关系逻辑一致，也为未来的推广提供了较强的可操作性和可能性。

基本单元的功能空间设置从农民的真实需求出发，以问卷形式定向采集信息，最后遵循了当地堂屋坐北朝南、院落由南边进入的习俗。后院设洗衣池、电瓶车位、农具间、空调设备平台、太阳能热水器、杂物间等实用功能。通过院落界面的不同形成三个透明度完全不同的院落，构成从公共到半公共再到私密的空间序列：前院开敞，内院静谧，后院私密。

# 乡村建设

# RURAL MOVEMENTS





**A Man, A Village, A Museum**  
《仇庄日志》

In the book *A Man, A Village, A Museum* (2016), the Chinese artist Li Mu brings the inhabitants of Qiuzhuang, his hometown, in contact with modernist artworks from the collection of the Van Abbemuseum in Eindhoven.

The project started in 2010, after the Van Abbemuseum had worked with Li Mu in Shanghai for the World Expo. Soon after, the artist proposed organising an exhibition in his home village of Qiuzhuang, using works from the museum's collection. Qiuzhuang is a village of around 1,000 inhabitants, it has no museum of its own and little connection to the history of western modernity.

Li Mu set about reproducing the artworks of Sol LeWitt, Dan Flavin, Andy Warhol, John Körmeling, Ulay and Marina Abramovic (amongst others). He worked together with the villagers for more than a year, painstakingly reconstructing works and placing them in the houses and streets of the village. The resulting film and book document life in the village, the production of the artworks, the reactions of residents, interested visitors and the process by which artworks and people influence each other.

*A Man, A Village, A Museum* has been acquired by the Van Abbemuseum.

《仇庄日志》项目起源于2010年。当时刚刚结束和Van Abbe美术馆在上海世博会期间首次合作的上海艺术家李牧，向美术馆提出希望能在他的家乡仇庄展示Van Abbe美术馆的艺术收藏。经过两年的准备，李牧于2013年初回到了仇庄。在接下来的13个月里，他从建设一座图书馆开始，陆续和村民合作，复制了索尔·勒维特、安迪·沃霍尔、乌雷/阿布拉莫维奇、约翰·考美林、丹·弗莱文、丹尼尔·布伦、卡尔·安德鲁和理查德·朗等人的来自Van Abbe美术馆的馆藏作品。这些复制作品被展示在村里的公共空间，或村民的家里，或在村外的田边。在这一年多的时间里，李牧的助手钟鸣用摄像机记录这些现代艺术作品和村民的相遇并如何相互作用，艺术家李牧返回家乡后面临的现实困境和精神冲突，同时也记录下这个村庄里人们在一年四季里的生存状态，记录了一系列人和他们的故事。

纪录片由艺术家那颖禹任后期导演和剪辑。全片分为四部，以春、夏、秋、冬四季划分。

**The Taiyang Commune:  
Notes on Natural Construction  
& Rural Experiments**  
太阳公社：乡村实验中的自然构筑

Chen Haoru (CITIARC)  
陈浩如 (山上建筑)

The Taiyang Commune is located in the western mountainous area of Hangzhou, in a natural village of 140 households. The main building materials utilized across the entire site are bamboo, grass and natural stones found locally in rivers.

The *Pig barn*, which was the first project to launch, is designed with special dormitory, feeding area, outdoor toilet, and a swimming pool. Excavation wasn't needed as a self-standing structure made of bamboo was landed directly on the stone parapets. Thatch picked in the mountains nearby were first knitted by villagers under the commune's call, and then hanged onto the bamboo roof by local workers.

The second project, a *Henhouse*, is built on the compacted flat ground between a small agricultural reservoir at the end of the valley and the north hilly area, its shallow foundation formed by inserting tiny wood pieces into the ground. A bamboo platform was built on the wooden foundation creating an open and sturdy structure. Quickly and easily assembled, the house is covered densely with bars to accommodate birds. The roof is filled with more than two hundred

bamboo sticks, and makes no use of chemical materials for water proofing. Bamboo can be found everywhere around these regions, regardless of seasonal cycles, thus making this material ideal for any type of construction.

The third and last part is a *Pavilion* built on the reservoir dam with a scenic view and ideal ventilation. The foundation of the Pavilion is placed on top of the dam on six logs connected to the plank above. The Pavilion is meant to be a dwelling space for visitors or serve as a resting area for local farmers.

**Background:**  
The Taiyang Commune project is a social experiment in natural construction with environmental designs. Before it was built, the village had a total number of 585 people. 500 acres of land involved 300 villagers, however half of the land was in an abandoned state. Most of the villagers were elderly and children, as younger adults had moved to the neighboring cities for better work prospects. This project meant to integrate local know-how, materials, and resources as a response to the rapidly dilapidating natural scapes of rural China. The process involved local craftsmen and workers in the co-creation of the structures, making them part of the overall planning, thus combining grassroots empowerment with architectural thinking. Providing design and business support, from landscaping to financial planning, the Taiyuan Commune aims to enhance local agricultural productivity (aided by the



# CULTURE  
# RURAL MOVEMENTS  
# 文化  
# 乡村建设



"Farmer Families" policy) by employing a cooperative model. The goal is that local farmers, considered as business partners, all benefit financially. Long-term, the hope is that this will encourage both eco-tourism and the controlled repopulation of such areas. Chen Haoru believes in the relational benefits between the built environment and socio-cultural spaces. A true philosophical embracing of nature, he says, "is not just about reducing material consumption, sooner or later resources will run out. It is only from a moral standpoint that we can achieve sustainability as development."



太阳公社的基地位于浙江省杭州西部山区中，是一个拥有140户农户的自然村落。公社是在实验中产生的一种生态农业新模式：一群不同背景的城市人怀着共同理想回归乡野，和农民合办农场，建立起农业生产新标准和农产品的营销渠道。农户按照新标准种植原来的农作物，收获之后卖给农场。这个实验解决了农产品的销售问题和种植品种的选择，但其关键策略在于农户得以保留土地使用权，并得以继续留在祖传的农业基地上耕作。

建筑在此扮演了重要的角色，使农场以一种全新的形象示人。山上建筑(CITIARC)试验了一种在乡村环境下的自然构造：在基本没有外力协助的前提下，使用当地材料及人工，在地完成建筑构造。以竹构和茅草为主的系列自然构造适合田间地头的乡村设施，并易于重修。这是对当地手工艺传统的重建，也是乡村生活的社会再造。

首先建成的是农场的猪圈，主要采用了原场地生长的毛竹构建和溪坑卵石砌

筑。建筑师为猪群安排了有专门的宿舍、喂食区、外置的厕所、室外活动场和泳池。场地上不再动土开挖，巨型青竹构筑连成一个自我稳定的结构体，如同一只大鸟落在石砌矮墙上。手工编织的茅草产自附近山区，由公社发动村民集体编制后，再由工人干挂到竹构屋顶。

之后建成的鸡舍位于山谷尽端的农业小水库和北侧山地之间夯实的平地上，由小细木均匀插入地面形成浅基础。木基础的顶部以毛竹搭出一个平台，两个8×8的竹构单元置于其上，形成一个开敞而结实结构，屋顶为简单快速的竹瓦构造，对结构起到稳定作用。竹构内部高挑宽敞，密布杆件，可容纳禽类栖居其上。

长亭基地在水库堤坝上，视野开阔，通风良好。其基础为堤坝顶部，早已夯实，在其上放置六根原木作为基础，上铺木板相连，五开间的竹构和底部的原木和木板形成一个独立而紧密的结构体。每个单元的间开为4×3，尺度适合人居，功能为农人在工作时休憩使用。





**Angdong Hospital Improving Rural Healthcare through Architecture**  
**昂洞卫生院:用建筑改善农村医疗**

Rural Urban Framework (RUF)  
 城村架构

“Rather than reverting to a nostalgia for lost craftsmanship or for a “Chinese” architectural identity, our approach is to accept modernisation yet integrate techniques and material strategies that register this as a process of continuity rather than as a schism. The Angdong Hospital Project challenges the generic architecture of the institution through programmatic and material innovation.” RUF

Rural healthcare in China faces a multitude of challenges. Rural institutions are generally unfavourable compared to those in urban locales. Government subsidies and the raising of doctor and hospital incomes also lead to overcharging and needless treatments and exams. Commissioned by a Hong Kong charity in 2011, The Institute for Integrated Rural Development, this project involved designing China’s first charitable hospital whilst helping foster a new attitude toward rural healthcare.

Working closely with the charity and government in Angdong Village of Hunan Province (a location picked for its strategic position amongst neighbouring villages), the architects’ task was to develop a model rural health care building capable of supporting the many progressive reforms on rural hospital management and care giving. This includes providing basic necessities absent in existing establishments, some as simple as waiting rooms. Additionally, seeing that most institutions in China,

such as schools and hospitals, are walled off and managed as contained programs, RUF was interested in re-introducing the hospital as a publicly-friendly facility.

The design begins with a simple strategy to provide a continuous ramp access to all floors allowing for seating and improvement of circulation. This also creates a large central courtyard space open for public use. Materials consist of both recycled traditional bricks, which form the exterior façade, and custom designed concrete screen blocks, which flank the interior spiral passageway. Though from a distance they appear like the common type, these custom blocks are cast in a flexible latex mold. The resulting courtyard exhibits a soft and smoothly changing quality, casting variable shadows throughout the day.

www.harvest.org.hk  
 Institute of integrated Rural Development



“我们不想刻意回归已经消逝的工艺,也无意追求‘中式’建筑风格,而是在接受现代化的同时在其中融合技术和材料策略,视其作为一种延续而非割裂。昂洞卫生院的设计在功能与材料上进行了创新,是对国内公共建筑同质化现状的对抗。”——城村架构

中国农村的医疗目前面临着诸多挑战,比如卫生院技术不佳,有的地方还存在乱收费现象。受香港慈善机构沃土发展社的委托,城村架构(RUF)在湖南省保靖县设计了中国第一家慈善医院,其目的之一就是帮助培养农村卫生生的新态度。

RUF与香港沃土发展社及湖南省昂洞乡政府紧密合作,旨在建立一个能够支持并推动农村医疗管理及护理改革的卫生院模范,理念当中包括提供现存卫生院所缺乏的基本医疗设施,例如简单的候诊室。此外,中国当下有很多学校、医院等公共建筑在设计上利用围墙将其与周边社区分隔,并实行封闭式管理;有别于此,昂洞卫生院着力向社区开放,从一开始就被定位成一个真正让公众享用的公共建筑。

设计始于一个简单的策略:利用一条连续的坡道贯穿所有楼层。宽阔的坡道设有休息的地方,也加强了建筑内部的流通性。坡道设计同时构成了一个向村民开放的大型中央庭院,庭院里添设的台阶提供了更多休憩场地,使其成为室外候诊区。

材料方面,大楼的外墙使用了循环再用的传统青砖,螺旋式通道的内侧则采用定制的混凝土镂空砌块。这些定制砌块从远处看来似乎跟普通砌块没有分别,实际上是由富有弹性的乳胶模具制成的。此技术改变了混凝土固有的刚硬感,令庭院在一天的光影变化中表现出柔和及动态的一面。

本文根据城村架构(RUF)所提供的原始项目说明编辑而来。

# 乡村建设

# RURAL MOVEMENTS

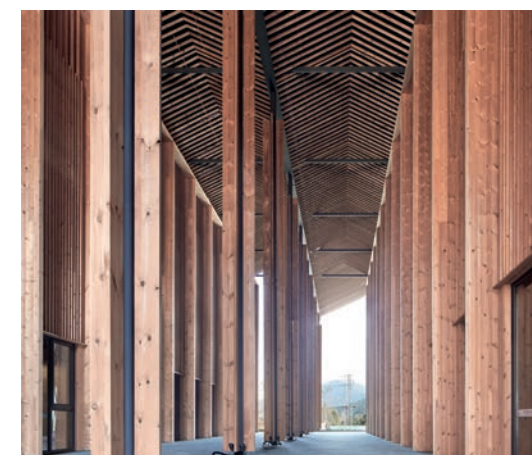
**A New Functional Typology: Internet Conference Center in Shitang Village**  
**乡村的新功能类型:石塘村互联网会议中心**

AZL Architects - In cooperation with the Institute of Architecture Design and Planning of Nanjing University & Shanghai Tongji Steel Structure Technology, Ltd. 张雷联合建筑事务所 联合南京大学建筑规划设计研究院有限公司、上海同基钢结构技术有限公司

This project is an experimentation of methodologies for reconstruction of public spaces and facilities in a rural context, a phenomenon accelerated by the rapid urbanization of China’s rural areas, pressing for the implementation of low-cost yet effective new typologies, and a swifter integration of latest technologies in the habilitation of modern functions in the reconstruction of China’s countryside.

Located in a suburban village 40 kilometers to the southwest of Nanjing,

the Internet Conference Center was built as a follow-up development of the “Beautiful Countryside” agenda to meet the multi-functional needs of this future “permanent venue for Internet entrepreneurship” proposed by the local government as essential to the future industrial transformation of the area. The architects employed two typical large-scale architectural archetypes of China’s rural areas as inspirational blueprints - the commune auditoriums (generally used for public activities) and the green house (associated to production use). The former has led to retain basic spatial elements like the dual-slope roofs, to create a large space for gathering and traditional rituals or festivals to be put at the use of local villagers. The assembled structure is an advanced rendition of the light steel ones normally used for green houses, with the pre-fabricated super slender columns recalling the bamboo groves present around the site. Engineers used the mechanic principles of tensegrity allowing for construction of the overall 3,000sqm complex to be completed in merely 45 days.



位于江苏省南京市西南40公里的石塘村,近年已先后完成了村落规划改造、乡村特色民宿及餐饮建设。作为“美丽乡村”的后续发展,也为了应对未来将作为互联网创业大赛永久会址带来的会议、观演等多功能需求,地方政府提议建设互联网会议中心,作为村子未来“互联网小镇”计划的一部分。

作为公共建筑的公社礼堂和作为生产设施的温室大棚,是在中国传统乡村并不多见的大房子的典型。它们在这里成为设计的原型。建筑两坡屋顶的基本空间要素,来自对公社礼堂的记忆,而且事实上这个会议中心的大空间在多数时间也将作为村民聚会、延续风俗的场所;装配式的杆件结构则是对温室大棚轻钢结构建造类型的发展,保留了后者对自然环境最少扰动的理性建造逻辑,在复杂性和可靠性方面又远胜之。

项目引入了预应力细柱结构技术。结构工程师将“张拉整体”的力学原理应用于柱的受压,将传统柱横截面单一的受力分解为受拉与受压,两个方向力的平衡为抵抗柱的变形提供了额外的帮助,超越欧拉临界力的限制,形成截面尺寸极小的重载超压细柱。

乡村发展的城镇化趋势不可避免的要求引入新的功能类型。依据工业化建造体系以及相应的设计管理方法,互联网会议中心建造用时仅45天,在极短时间内完成了一次乡村复兴的建筑实验。



# 乡村建设

# RURAL MOVEMENTS



## Suzhou Chapel 苏州礼堂

Neri&Hu Design and Research Office  
如恩设计研究室

The chapel is a feature building within the larger village zone around Yangcheng Lake, Suzhou. As such, it occupies a prime location visible from the main road and along the waterfront of an overall 700sqm. Its architectural language is derived from similar elements found elsewhere in the project, such as the undulating brick walls and floating white volume — but here they are taken to another level of articulation. The brick walls begin to break down to an even more refined scale, where different heights of walls interweave with each other to create a choreographed landscape journey leading into the building itself.

The white volume is composed of two layers. The inner layer is a simple box punctuated on all sides with scattered windows, while the outer layer is a folded and perforated metal skin, a “veil” which alternatively hides and reveals.

Inside the building, visitors continue on their guided journey through the pre-function area and then into the main chapel space, which features a light-filled 12m high space. There is a seamless integration with the surrounding nature as picture windows frame various man-made and natural landscapes. A mezzanine level hovers overhead to accommodate extra guests, and is integrated into a wood louvered cage element which wraps around the whole upper part of the room.

A separate staircase alongside the main space allows visitors to gain access to the rooftop, and various openings along this stair ascent give unexpected views both internally and externally.

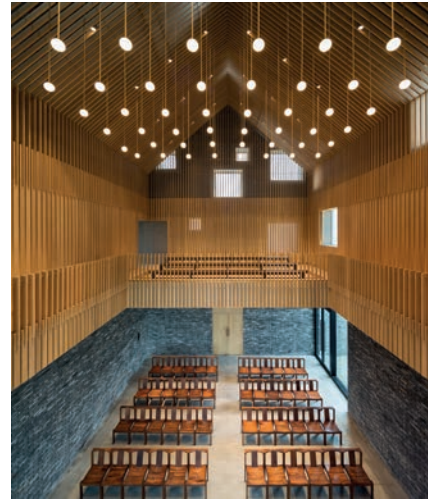
苏州礼堂位于阳澄湖畔，是苏州东部一片新建度假区内的地标性建筑，无论是从主干道还是湖滨的角度，都可以看到醒目的苏州礼堂。礼堂的建筑语言源自项目中出现的相似元素，例如起伏砌筑的砖墙和具有漂浮感的白色建筑体——这些元素都在礼堂的设计上得到了更深层的表达。传统的砖砌墙经过精妙的分解，产生出不同高度和层次，相互交织制造出灵动的景观，引导人们进入建筑内部。

白色的立方体建筑同样采用了特别的处理，建筑分为内外两层：内层是一个简单的盒子，四面都有不规则的开窗；外层则是一个开孔的折叠金属板表皮，有如一层面纱。白天，白色盒子在阳光的浸浴下发出柔光，在面纱的笼罩下隐现出轮廓。晚上，它变成了一座如明珠般闪烁的灯塔，光透过窗透散出来，向礼堂周围散发出柔软的光晕。

进入礼堂内部，人们在穿过门厅后进入12米挑高的主空间。礼堂与四周的自然环境相融合，开窗如画框一般定格了风景，制造出宜人的视野。夹层空间设置了座位，可以容纳更多人，延伸而出的步行通道环绕四周，为人们提供了360度视角。夹层的形式有如一个木质百叶围合而成的“笼子”，笼罩住整片的室内空间。网格分布的吊灯以及精美的黄铜细节为宁静朴实的空间增添了更加丰富的质感。定制的木质家具和精细的手工也在灰砖、水磨石和混凝土组成的主调中补上了一丝温度。

礼堂的另一个特点是与主空间分离的楼梯空间。人们可以通过楼梯到达屋顶，收获周围湖景的绝佳视野，而楼梯的通道两侧都制造了不同大小的开窗，让人在上下穿行的途中，也会不经意地透过这些窗洞窥见室内外的风景。

中国 / SUZHOU / CN



Photos by Pedro Pegenaute

## One with the Earth: Waterside Buddhist Shrine 水岸佛堂

ARCHSTUDIO  
建筑营设计工作室

Located in a forest along a river in Tangshan, Hebei province, this building is both a space made for mediation and daily life, which connects itself with nature by hiding under an earth mound. Existing trees were carefully preserved and the building camouflaged amongst them, as if five branches extending under the treetops of the forest. These five separated yet continuous spaces cover 169sqm of an overall 500sqm land area, and are laid along two axes – one on a north-south axis and another one along the river, each accommodating one of the main functions: entrance, Buddhist meditation room, tea room, living room and bathroom.

The entrance faces two trees; visitors need walking through a narrow path under the trees to get into the building, while the shrine is against the wall and facing the water, where natural light and shadows penetrate through the skylight and flow along the curved walls. The tea room opens completely to the pool which is filled with lotuses, and trees on both sides become part of the courtyard, creating a serene atmosphere for sight-viewing.

The lounge is separated from the other parts of the building by a bamboo courtyard, while the whole building is covered with earth thus becoming an extension of the hill itself. Concrete is used for walls and the roof, pieced together with pine strips of 3cm width, so that the wood grains and vertical linear texture are impressed on the interior surface generating a soft and warm feeling against the cold concrete materials. Built-in furniture is custom-made with wood strips, with a slightly different texture from the concrete walls. Smooth terrazzo is used for the interior floor, mapping the outdoor natural landscape into the interior space. Cement grouting with white pebbles is adopted in outdoor flooring to heighten the tactile difference between indoor and outdoor.

中国 / TANGSHAN / CN



这是一个供人参佛、静思、冥想的场所，同时也可满足个人的生活起居。建筑选址在河畔的一片树林里，沿河有一块土丘，背后是广阔的田野和零星的蔬菜大棚。设计从建筑与自然的关联入手，利用覆土的方式让建筑隐于土丘之下，并以流动的内部空间彰显出自然的神性气质，塑造树、水、佛、人共存的具有感受力的场所。

为了将河畔树木完好保留下来，建筑平面避开了所有的树干位置，它的形状也像分叉的树枝一样伸展在原有树林之下。依靠南北与沿河面的两条轴线，建筑内部产生出五个分隔但又连续的空间。五个“分叉”代表了出入、参佛、饮茶、起居、卫浴五种不同的空间，共同构成漫步式的行为体验。

建筑始终与树和自然景观保持着亲密关系。出入口正对着两棵树，人从树下经由一条狭窄的通道缓缓走入建筑；佛龛背墙面水，天光与树影通过佛龛顶部的天窗沿着弧形墙面柔和地洒入室内；茶室向遍植荷花的水面完全开敞，几棵

树分居左右，成为庭院的一部分，创造品茶与观景的乐趣；休息室与建筑其他部分由一个竹庭院分隔，让起居活动伴随着一天时光的变化。建筑物整体覆土成为土地的延伸，成为树荫下一座可以被使用的“山丘”。

建筑墙面与屋顶采用混凝土整体浇筑，一次成型。混凝土模板由3公分宽的松木条拼合而成，自然的木纹与竖向的线性肌理被刻印在室内界面，让冰冷的混凝土材料产生柔和、温暖的感受。

固定家具也是由木条板定制的，灰色的木质纹理与混凝土墙产生一些微差。室内地面采用光滑的水磨石材，表面有细细的石子纹路，将外界的自然景色映射进室内。室外地面则由白色鹅卵石浆砌而成，内与外产生触感的变化。所有门窗均为实木门窗，以体现自然的材料质感。



# 乡村建设

# RURAL MOVEMENTS

# 乡村建设

# RURAL MOVEMENTS





## Onderland Educational Playground 壹乐园

In 2016 the Shenzhen headquartered One Foundation, the first private charitable fundraising organization in China, commissioned to Shanghai's Yang Design studio a concept for a children playground (aged 6 to 12) for schools in rural areas. Field research, data science and M.I. (multiple intelligences) Theory led to the design of a modular structure adaptable to different sites, made of 6 core units stimulating physical, cognitive and emotional development.

壹乐园是受壹基金委托，由上海Yang Design设计公司为农村地区小学生（6至12岁）设计的一个游乐场。基于理论和实地考察，Yang Design将根据M.I.理论制定的10种心智能力分成6大板块，并针对每个板块研究出相应的活动来帮助孩子在情感和智力上的成长。最终设计使用了立方体模块结构，可生成多种组合形态，适用于不同的空间条件。



## Prefab Regeneration

By James Shen  
Architect, co-founder People's Architecture Office

To address the sustainability of cities and communities through urban regeneration, People's Architecture Office has dedicated much of our work to developing prefabricated urban solutions that are systematic and scalable. In 2013, we partnered with Dashilar Project and Beijing Design Week to create the Courtyard House Plugin to revitalize Dashilar, a vibrant but derelict Hutong neighborhood located in Beijing's historic core. The typical approach to renewing such areas in China involves blanket demolition, completely new construction, and the relocation of entire communities. In contrast, our renovation tactic is to construct a new house inside an old house. Significantly, by upgrading conditions without tearing down any original structures, valuable traces of history – architectural and cultural – are preserved. Initially a government-sponsored pilot, our Plugin system is now a market-based urban solution. Over two dozen units have been built in Dashilar with more under construction in other cities.

“Plugging in” raises living conditions to modern standards at half the cost of typical renovation methods and a fraction of the cost of building a new house. PAO developed a proprietary prefabricated panel made of a composite that incorporates structure, insulation, interior and exterior finishes into one molded part. They are light enough to be carried by hand and small enough to fit through doorways. The panels snap and lock together easily with a single hex wrench, allowing an entire Plugin to be assembled in one day by a few people who require no special skills or machinery. A typical courtyard renovation, on the other hand, can take several months. The Plugin method allows for minimal disruption of daily routines and most importantly, does not require relocation of families.

The Plugins are manufactured using modern insulation technologies and have excellent energy performance. They offer ten times the energy efficiency of traditional courtyard houses that are leaky and poorly insulated. The Plugins integrate composting toilets or septic tanks for handling sewage and do not add stress to an archaic network of public toilets.

There is no market for selling subdivided courtyard units. Therefore, Plugin renovations are either occupied by local residents or rented out, but are never sold. Plugins encourage existing locals to stay in these tight-knit communities and have also spurred former residents to return to live in their childhood homes. Thus, unlike other urban revitalization initiatives, the Plugins in Dashilar are not accompanied by rapid gentrification. In addition, Plugins are not concentrated in one location but rather are distributed to foster revitalization across an urban area.

The affordability and simplicity of Plugin retrofits compel residents to invest in their own properties. Vacant lots have been renovated and rented out as Air BnB's and offices for small startups, providing opportunities for supplemental income for locals. Higher standards of living have injected new energy into Dashilar as younger people move into this primarily elderly community.

Many locals feel insecure about the future of their neighborhoods. The fact that Plugins can be disassembled as easily as they are put up without damaging the panels reduces the risk of investing in a building project. The flexibility of the Plugin system also means that governments are more willing to support pilots using this experimental system. This was an important factor in gaining the support of the Beijing Government for our first Courtyard House Plugin prototype.

We are taking this urban prototyping approach to North America with the goal of addressing the housing crisis using our Plugin House, an independent structure developed from our prefab technology. Many cities are experimenting with policies that support building Accessory Dwelling Units (ADUs) on existing residential properties as an alternative to affordable housing. Working with the Mayor's Boston Housing Innovation Lab and Harvard's Graduate School of Design we want to assist in validating ADU policy through building demonstration units of Plugin Houses. These will be deployed across the city as a quick way of generating discussion with communities. ■

## 都市预制化更新

作者：沈海恩  
(建筑师、众建筑联合创始人)

为了通过都市更新的方式解决城市与社区的可持续发展问题，众建筑开发了具有系统性和可扩展性的预制化都市解决方案。2013年，众建筑与大栅栏更新计划及北京设计周合作，推出了“内盒院”的设计，旨在振兴大栅栏这处位于北京核心地带、充满活力但已然衰败的胡同社区。与大拆大建和社区整体外迁的典型更新方式不同，众建筑的改造策略是在一栋老房子内部建造一座新房子，在不破坏建筑原始结构的前提下，实现生活条件升级，保留建筑和文化层面有价值的历史遗迹。众建筑的“插件家”系统已从最初由政府支持的试点项目，发展成为市场化的都市解决方案。在大栅栏地区已建成20多个插件单元，在其他城市也有项目在建。

“插件”式改造的开支仅为典型旧房改造方式的一半，和新建房屋成本相比更只占一小部分。众建筑独家研发了一种复合材料制成的预制化板材，将结构、保温、内外部装饰面集成在一个模块当中。它们轻便得单手就可拿起，尺寸也很小，能够穿过门廊。只用一把六角扳手，就可将板材轻松锁在一起，使整座“插件家”在一天之内，就可由少数无需特殊技能或设备的工人组装完成。“插件家”的搭建方式几乎不会影响日常生活，最重要的是不需要举家搬迁。

“插件家”采用现代化的隔热技术制造，具有优异的节能性，保温效率是传统四合院房屋的十倍。系统还集成了堆肥厕所或化粪池，来处理污水，不会对落后的公共市政管线造成压力。

经众建筑改造的单元或用于居民自住，或用于出租，很少出售。“插件家”鼓励本地居民留在这些人之间维持着紧密联系的社区，也激励了从前的居民重返当地。因此，不同于其他城市振兴举措，大栅栏的“插件家”项目并未伴生快速“士绅化”的过程。而且，“插件家”也并不只集中在一地，而是分布在城区各处，催生当地的复兴。

“插件家”造价低廉、拆装简易的特性，鼓励了居民为自己的房产投入资金。有些空置的房屋被翻新后，成为小型创业公司的办公室或类似AirBnB的短租公寓，为当地人提供了获得额外收入的机会。居住条件的提升也吸引了年轻人入住，为这个一度老龄化的社区注入了新的活力。

“插件家”可以在不损坏板材的前提下轻松组装和拆卸，降低了花钱盖房的风险。系统的灵活性也使得政府更愿意支持运用这种实验性系统的试点项目，众建筑第一个“内盒院”的设计原型便赢得了北京市政府的支持。

众建筑正在将这一都市原型设计法介绍到北美市场，利用“插件家”这一预制化系统来解决住房危机。许多城市正在进行政策试点，以支持在现有住房上增建“附加居住单元”，作为经济适用房的一种替代方案。众建筑与波士顿的“市长住房创新实验室”和哈佛大学设计研究生院合作，希望通过一批“插件家”样板房的建造，协助验证“附加居住单元”政策的有效性。■

# 城市更新

# URBAN REGENERATION



## Plugin House for Mrs Fan 小樊的“插件家”

Location: Beijing - July 2016  
Photographer: Gao Tianxia  
北京, 2016年7月

Mrs. Fan is from a traditional Chinese family. Newlyweds like her are expected to purchase a car and move into a new house in the suburbs to start the next phase of their life. But for people in their early 30's who wish to be financially independent, the astronomical price of real estate in Beijing makes buying a house on their own nearly impossible.

Mrs. Fan was born and raised in the Changchun Jie Hutong neighborhood in the center of historic Beijing. By the time she was in high school her family had moved to the suburbs while her old neighborhood, with outdated infrastructure and overcrowding, continued to descend into slum-like conditions. But Fan never got accustomed to suburban residential towers, preferring the intimacy of the close knit community she came from.

The affordability of the Plugin House, thirty times less than the cost of buying a typical apartment, made moving back to where Mrs. Fan grew up a practical reality. The living standard and energy efficiency of a Plugin equals or exceeds that of new apartment towers. And her daily commute to work is now reduced from four hours to one. The Plugin replaces part of the old house and adds new functions such as a kitchen and bathroom. The Changchun Jie neighborhood has no sewage system, so public toilets are usually the only

option. But an off-the-grid composting toilet system integrated into the plugin makes Hutong life much more convenient. The Plugin House is custom designed for Mrs. Fan. To relieve Mrs. Fan of her claustrophobia the small bathroom also has a skylight but receives reflected sunlight from a blue privacy screen.

PAO's proprietary prefabricated Plugin Panels makes the Plugin House very affordable. Originally developed for the Courtyard House Plugin for "house in house" renovations, the new Plugin House System is waterproof and can be used outside of an existing structure. These prefabricated modules incorporate insulation, interior and exterior finish into one molded part. Plugin Panels attach to each other with an integrated lock making construction a task simple enough to be completed by a couple of unskilled people and one tool in one day. Wiring and plumbing are integrated into the molded composite panels.

The architectural form of the Plugin is defined not by limitations imposed from regulations but instead the negotiated demands from surrounding neighbors. On all sides of the Plugin the structure cannot block sun light, air circulation, and views of the people next door. Even as the structure was built, new demands came about. The Plugin Panel material makes accommodating these changes practical, chopping off entire sections of the building can be done on site.

As an expression of intersecting social forces the Plugin House is a new urban vernacular born from local conditions. For original residents like Mrs. Fan to move back to these historic parts of Beijing is rare. Through improving living standards for an affordable price within given social constraints the Plugin House attempts to breathe new life into old neighborhoods.



用“插件家”系统来改造家里的这间老平房,让小樊能够重回儿时成长的环境。改造费用与在郊区买的楼房相比仅占1/30,而且居住条件远超楼房,日常能耗也大大降低,上下班通勤时间从之前的4小时缩短为1小时。原来胡同里没有卫生间排污系统,只能使用公共厕所;现在插件家里采用了进口的无水堆肥马桶,能够配备厨房与卫生间。

“插件家”发展自众建筑的“内合院”。预制的插件板系统具有很好的防水性能,可用在室外;建造无需其他结构,板材自身即为结构。插件预制模块板集结构、防潮、保温、设备、室内外饰面于一体,整体厚度只有50mm。板材之间用锁钩连接,几个非专业人员用简单的工具即可在一天内完成搭建。

这间“插件家”是为患有幽闭恐惧症的小樊量身定做的:客厅挑高比原来的平房高出近一倍,顶部双侧都开了高窗,阳光能够铺洒在室内的每个角落。屋顶平台让小樊在拥挤的胡同环境中拥有一片能够呼吸的小天地。

小樊家的建筑形式和复杂的邻里关系有直接联系:新建房屋不能影响任何方向邻居的采光、视线与通风,所以出现了不同方向的退台和斜切面。甚至在搭建过程中也会随时出现新的意见,但插件板可以很轻松地现场切割,这一特性使任何调整都能轻易实现。



# 城市更新



# URBAN REGENERATION

## Plugin House for Mr Zhao 赵大爷的“插件家”

Location: Beijing - November 2016  
北京, 2016年11月

Mr. Zhao commissioned a Plugin House to improve both the environmental state of his home as well as his own psychological condition. A retired English Professor, Mr. Zhao lives with his daughter in a courtyard house passed down from the previous generation. The house, like all houses in this old neighborhood, has experienced a complex history including parts taken over by strangers and unwanted demolition. An elderly man, Mr. Zhao suffers from severe depression and a number of physical ailments. A project like this is a significant change for him.

The Plugin House re-establishes a direct connection, one that was removed when he was a child, from his bedroom to his kitchen, making it unnecessary to go through his daughter's bedroom or walk

outside in the cold. This simple adjustment has had dramatic effects on his relationship with his daughter who insists on living with him. The Plugin makes his daily routine more convenient.

Additionally, Mr. Zhao desperately wanted a private space to escape to. The Plugin supports a connection across the roof of his house to a new terrace. Mr. Zhao has said that the view of his neighborhood from this terrace reminds him of the traumas and changes that have occurred in the area, and that at his age this is somehow comforting.

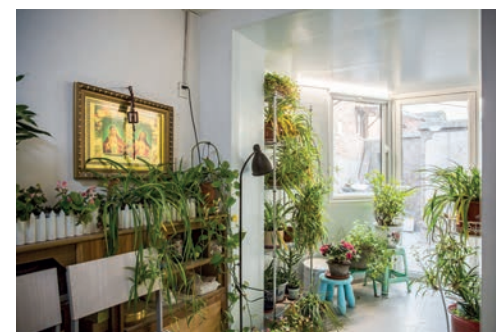
赵大爷是一位退休的英语教授,现在和女儿一起居住在祖辈留下来的四合院里。如同这片老街区里所有的房子一样,他们的房屋也经历了复杂的历史变迁,比如部分曾被陌生人占据,并遭到损坏。随着年岁渐高,赵大爷渐渐受到心理与身体疾病的困扰。这次改造项目对于他而言,是一个重大转机。

这个“插件家”为赵大爷在卧室和厨房之间,重建了一条直接连接的廊道。房子里原本有这么一条直接相通的廊道,但是在赵大爷儿时就被拆除了。重建之后,他进出厨房就不用穿过女儿的卧室,或是绕到室外了。如此简单的调整,给赵大爷和女儿之间的关系带来了极大改变,也让他的日常起居更加方便。

赵大爷格外希望有一个可以独处的私人空间。插件系统支撑起一段从他屋顶越过的阶梯,连通到一个新的天台。赵大爷说,从这座天台上看周围的景色,让他回想起这片区域经历过的伤痛和沧海桑田,这些让已近晚年的他感到了些许安慰。



# 城市更新



# URBAN REGENERATION





## Ten Years of Instant Hutong

### 速溶胡同的十年

By Marcella Campa, Stefano Avesani  
founders Instant Hutong  
北京速溶胡同创始人

The Instant Hutong project started ten years ago as a personal journey, for us to meet and interact with the people living in old Beijing, exchange experiences and collect stories about contemporary changes in the city and their life.

At that time, hutong neighborhoods were facing major challenges. After years of sweeping demolitions there was a rising awareness about their value, which you could feel at both street level, simply walking through alleys and lanes, as well as at an "upper" political one. This resulted in an enthusiastic season of experimentations, spontaneous bottom-up projects of small scale renewals combined with a wave of official initiatives interested in preserving the old districts on a wider scale. Hutongs are the privileged stage of this struggle between tradition and modernity. Frequently, when the sense of community starts to falter and collapse, a new concept of identity arises trying to

partially replace it. Instant Hutong is a research platform made of a series of street oriented events, actions and installations questioning the disappearing traces of community and investigating this new sense of identity. For ten years we have organized participative happenings in the city, involving local inhabitants, popping-up in unexpected places and interacting with people. Every part of the project is characterized by an ever-changing approach, each time appearing in different public contexts or entering the private space of courtyards and houses.

**The Urban Carpet** project is made of a series of hand-crafted carpets each depicting a specific hutong district, which were hung up on ropes commonly used by local residents to dry clothes. Their sudden appearance became the occasion for a temporary gathering,

where neighbors would meet and talk about their personal relation with the district and its community. These largescale maps were a basic tool for this interaction.

**Blinking City** further investigates the potential of maps as tools to illustrate city changes, eventually becoming themselves a document of that change.

**Theory Of Moments** is a series of interventions that, like seeds scattered in the urban environment, activates little but significant transformations interacting in different ways with extremely small

## A CREATIVE PRACTICE THAT LOOKS AT THE CITY AS A FIELD OF UNLIMITED POSSIBILITIES, TO TRIGGER SHARED PROCESSES OF SOCIAL IMAGINATION

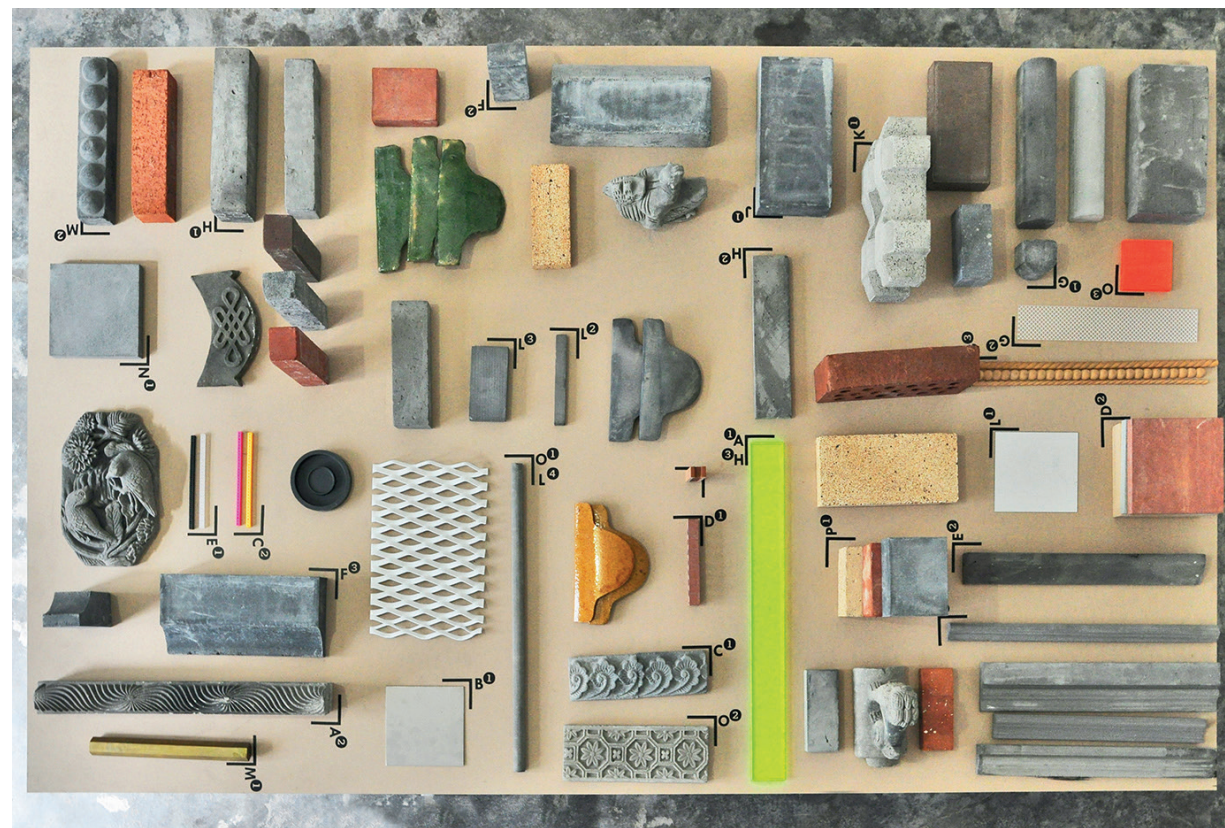
“速溶胡同”项目始于十年前，最初是一项个人之旅，让我们与生活在老北京的人们接触交流、互换经验，收集有关城市变化和人们生活变迁的故事。

那个时候，胡同面临着巨大的挑战。经过多年大面积的破坏，人们逐渐意识到这些胡同的价值，这体现在穿行在胡同时的体验以及更高的政策层面上。这形成了一股实验热潮，自发性的从小规模自下而上的更新项目，结合更大范围内的官方举措，开始对老城区进行保护。胡同是传统与现代之间斗争的特殊阶段。通常，当社区凝聚感开始动摇和崩溃之际，一种新的身份概念就会出现，试图部分取代它。“速溶胡同”是由一系列街道面向的事件、行动和装置构成的研究平台，质疑社区消失的痕迹，研究这种新的认同感。十年来，我们组织了城市中的参与事件，涉及当地居民，在意想不到的地方出现，并与人们互动。项目的每一部分都有不断变化的方式特征，每次都在不同的公共情境里出现，或者进入私人庭院和住宅。

“城市地毯”项目由一组手工制作的地毯组成，每一个都描绘了一个特定的胡同区域，被挂在当地居民常用的晾衣绳上。它们的突然出现构成了一个临时聚集场所，邻居们在那里谈论自己与该地区及社区的个人关系。这些大型地图是促进互动的的基本工具。“闪烁的城市”进一步探讨了地图作为工具来说明城市变化，最终成为这种变化的文本证明。

“瞬时理论”是一系列的干预措施，就像散落在城市环境中的种子。通过突出其空间潜力，在极小的环境中轻微地活动但转变巨大，以不同的方式相互影响。从附近被拆的房子里搬些砖头，就能把一个荒废的后院重新设计成一个新的公共广场；胡同的建筑元素可以像时装背包一样随身携带，也可以在特定点进行交换；一个空置的商店橱窗可以成为展示彩色油画的艺术画廊。

这些干预措施的多样性，注重环境、方法灵活，勾勒出创造性实践的一般性质，将城市视为一个隐藏的具有无限可能性的领域，其目的是引发社会想象的共享过程。



contexts by highlighting their spatial potential. A dilapidated backyard can be reactivated as a new public square by simply moving some bricks from the nearby demolished houses; an architectural element from the hutong can be carried around like a fashion bag and be exchanged in specific stations; an empty storefront window can become an art gallery filled with an overwhelming amount of colorful canvases.

The variety of these interventions, attentive to the context and flexible in approach, outlines the general nature of a creative practice that looks at the city as a field of undiscovered and unlimited possibilities, with the aim to trigger shared processes of social imagination.

速溶胡同是由一系列街道面向的事件、行动和装置构成的研究平台，质疑社区消失的痕迹，研究在社区凝聚感开始动摇和崩溃之际新出现的身份概念和认同感





## The Kwan-Yen Project

The Kwan-Yen Project is an integrated platform of historic district rehabilitation and public culture practice. Focusing on Kwan-Yen Road, the main avenue in Zhifu District, the strategy merges historical research, architectural renovation, spatial activation with artistic innovation and community education. The Chefoo Institute and Library and other flagship institutions will be first established in the district, so to shape a pluralistic urban life space, and eventually become a new landmark to highlight the local artistic and humanistic ethos, elevating the city image of Yantai into the international and domestic cultural scene.

Through the renewal of nearly 40 historical buildings in the district, the establishment of Kwan-Yen Art Zone aims at expanding the local cultural context of Yantai, and generate a new form of urban development that differs from others found in Beijing, Shanghai, Guangzhou or Shenzhen. Over the next few years, it will also play host to annual international art events, including weekly lectures, exhibitions and participatory art programs.

### The Chefoo Institute and Library

This is the core space within the Kwan-Yen Art Zone – an independent bookstore, a college, research institution and library, a complex covering all aspects of contemporary cultural life. The Chefoo Institute and Library will host various functions from research and production to education, exhibition, literary creation, publication, dissemination via offline activities, etc. It will feature more than 100 cultural activities every year, with scholars and artists from around the world taking part.

### The Suochengli Neighborhood Library

Open to the public since July 2017, the library restoration and design are by architect Dong Gong of Vector Architects, best known for his “lonely library” on Qinhuangdao seaside. The Suochengli Library covers an area of 323 sqm, including functions like a reading room, a children painting area, lecture hall, exhibition hall and leisure spaces. The library holds a collection of books on the history and local culture of Yantai and Jiaodong Peninsula, and records on the oral history of the area.

### People’s Station

Kwan-YenArt District will hold the first series of large-scale public art activities



this summer, with an interactive spatial experience devised by the Dashilar (Beijing) based People’s Architecture Office. It will host a series of exhibitions, lectures, forums and reading activities spanning 48 hours, with renowned local and international participants.

### Meet Market

The Meet Market is a concept space for intangible cultural heritage, an interactive display platform of art, incubating creative products and original local designers’ brands, from family workshops to independent business, in a new commercial format popular among young people developed especially for Yantai. The Meet Market’s visual identity is by Lava Beijing.

### Kwan-Yen Salon

Kwan-Yen Salon is a small cultural and art exchange program part of the Kwan-Yen Project for local and foreign designers, artists, critics, poets, photographers, architects, musicians and scholars, providing a place for people who love history and culture to share and study through conversations, lectures, workshops, and explore the future life of



## 广仁计划

广仁计划是一个历史街区活化与城市公共文化实践的综合平台。它将目光聚焦于山东烟台开埠第一街——芝罘区广仁路，创建了将历史研究、建筑改造、空间活化、艺术创新以及社区教育等功能融为一体的工作方法。区域内将首先创建芝罘学馆等示范性旗舰机构，通过细致入微的街区生态与文化建设，形成一个多元互补而又充满活力的都市生活场域，并最终成为彰显本地艺术人文精神的新地标，不断塑造烟台在国际国内文化舞台上的城市形象。

通过对区内近40座优秀历史建筑进行整理与业态更新，广仁艺术区的建立旨在延续烟台本地的文化脉络，并塑造一个有别于北上广深的都市发展的新案例。在未来的数年内，这里还会成为一些年度国际艺术盛事落地烟台的场所，同时每周举办系列演讲、展览或者参与性的艺术节。

### 芝罘学馆

芝罘学馆是广仁艺术区的核心场所，它是独立书店，也是学院、研究所与图书馆，更是一个涵盖了当代文化生活的方

方面面的的联合体。建成后的芝罘学馆将承载从研究、生产到分享的多种职能，由教育、展览、文创、出版、传播、线下活动等组成各个功能版块。芝罘学馆每年将组织超过100场文化活动，邀请来自世界各地的学者和艺术家在此举办讲座、研讨会、工作坊和图书签售等。

### 所城里社区图书馆

所城里社区图书馆将于2017年7月对外开放了。由设计了秦皇岛海边最美“孤独图书馆”的知名建筑师董功进行保护性改造。图书馆占地323平方米，东、西、北三侧平房与祠堂大厅北墙围合成一个院落，含阅览室、儿童绘本区、讲堂、展厅、休闲空间等多种功能，馆内设有烟台及胶东半岛历史和地方文化的专题藏书，并长期在社区内开展口述历史记录工作。在开幕展览上，出生于烟台的知名艺术家张晓将以其摄影装置的方式，带来他对故乡的记忆、理解与温情。

### 众空间

广仁艺术区将于今夏举行的首个大型公共艺术活动，由参与北京前门大柵



栏更新计划的“众建筑”带来观念领先的互动式空间体验，并通过48小时不间断进行的一系列展览、讲座、论坛与阅读活动，以及知名文化人士的到访与参与，在全市乃至整个环渤海区域创造新的城市热点，激活广仁路社区所蕴藏的源源不断的能量，点亮烟台的夜间生活。

### 小聚会

小聚会是烟台的原创、手作、非遗、创意餐饮及青年艺术的互动交流展示平台，对创意产品及原创本土设计师品牌进行孵化，从个人家庭作坊到独立企业运营，使得创意十足、受到年轻人欢迎的全新的商业业态在此得到展示及升级。

### 广仁会客厅

广仁会客厅是广仁计划旗下一个小型文化艺术交流项目，不定期邀请本地或国内外志趣相投的设计师、艺术家、评论家、诗人、摄影师、建筑师、音乐家以及学者等，通过在地创作、对话、讲座、工作坊等形式，为热爱本地历史与先锋文化的人们，提供交流研习之所，并在轻松的氛围中畅想未来的烟台城市生活。





## An Interview with Ou Ning

### 专访欧宁

Translation Zhu Ruoxi 朱若曦

*SANS is a cross-border studio that provides local and community activation strategies for urban and rural projects and institutions. Its founder Xu Yijing talked to Ou Ning, chief curator and initiator of the Kwan-Yen project - here is an extract of the interview.*

**SANS** (三思) 是一家为城市和乡村的项目及机构提供地方营造及社区活化策略服务的跨界工作室。创办人徐轶婧围绕广仁计划对项目发起人欧宁进行了专访, 此处收录的是部分采访内容。

#### **SANS: Why is the Chefoo Institute designed as the point of departure of the Kwan-Yen plan?**

ON: The Institute originated from Tan Fang's idea to put forward a bookstore, she is one of the initiators of the overall plan. A bookstore was already present and using it as a cultural benchmark to activate the area does make sense. We want to build a public space that responds to social trends; bookstores have better popularity among people compared to museums, because they respond more to books than art objects, and feel those closer in daily life.

The Kwan-Yen Art District can be regarded as a huge chessboard, with the Chefoo Institute as its centre piece. The biggest goal is to revitalize the 40 old buildings within the district, so that it can live up to form diversified business formats and be remade into an actual «place». The Institute is key in allowing other projects to gradually move into action.

#### **SANS: 为什么以芝罘学馆作为广仁计划的撬动点?**

欧: 芝罘学馆的起源是因为广仁计划发起人谭芳一开始就提出要开一个书店, 于是就顺着这个思路去展开了。广仁艺术区是一盘很大的棋, 而芝罘学馆是最核心的。广仁计划最大的目标是要盘活这四十几栋老建筑, 形成一个多元化的业态。芝罘学馆是要撬动这个目标的关键点。

#### **S: Apart from commercial and cultural businesses, there are no actual residents in this area. How do you deal with this?**

ON: When we first started the neighbourhood had already been demolished – it had been turned into a «non-place». The Kwan-Yen Art District is designed to become the cultural landmark of Yantai and to serve the

## INTERVIEW - OU NING

whole city, even the entire Jiaodong Peninsula; this service area has the potential to appeal to the whole country. Due to the absence of residents we want to re-excavate the history and the collective memory of this place, and bring social relations back while attracting more out-of-towners, so that they can finally make it a «place». This is the most difficult part.

#### **SANS: 广仁艺术区除了现有的商业文化业态外, 区域里没有居民。历史街区活化的工作如何展开?**

欧: 广仁艺术区的定位是成为烟台的文化地标, 服务于烟台整个城市, 甚至于整个胶东半岛。有没有原住民住在这个区里面, 没有多大影响。然而, 因为没有原住民, 广仁艺术区有历史、有公共记忆, 却缺乏社会关系。我们要重新挖掘或者再生产这里的历史和集体记忆, 同时把社会关系给补回去, 就是重新把人带回来。

#### **S: Did you apply this way of thinking into the preparation of the Suochengli Library too?**

ON: Suochengli is at the root of Yantai, its most ancient origin. It has even more cohesiveness than Kwan-Yen Road in terms of collective memory. The reason behind the Library, which is quite far away, is threefold. First, we needed to make things happen in a short time, to see some solid results. Second, the library was planned as a «dispatched agency» to bring cultural content to other communities within the city, with the Art District and the Institute as the headquarters. Third, the Institute seems to carry a tint of elitism due to the investment's amount and its large scale. We hoped to take the grassroot groups into account, so we decided to build a community library.

#### **SANS: 这个工作思路也应用在更接地气的所城里图书馆的准备中?**

欧: 所城里是这个城市最早的发源地, 它甚至比广仁路更有集体记忆的凝聚力。我们离开广仁艺术区去运作有一定距离的所城里社区图书馆, 一是我们需要在短时间里让一些工作成果显示出来; 二是将其作为“派出机构”: 以广仁艺术区、芝罘学馆为总部, 放射性地输送一些文化内容到烟台其他社区里面去; 三是希望兼顾草根阶层, 作为偏精英化的芝罘学馆的补充。

#### **S: How do you transmit the energy of Suochengli back so that good interaction can take place?**

ON: Every event we organize must transmit the message that the Library is a satellite agency deployed by the Chefoo Institute. In the future, we will open up another community library at Yantai University, so that people would be guided back to the Art District. Besides, here we see the idea of interaction and relevance: the Institute is a powerful space from where things can be exported. What in Suochengli can be brought back to the Institute are responses collected from publics during the organization of activities. This would allow the Institute to become an integral project responding to the needs of different groups and publics.

#### **SANS: 那如何把所城里的能量再往回输送, 产生比较好的互动?**

欧: 我们在运营所城里图书馆的时候, 要强调它的主体, 每一场活动都要让听众接收到这样一个信息: 所城里图书馆是芝罘学馆派出的一个卫星机构。然后还有互动性和关联性——芝罘学馆是一

个很强大的有很多东西可以输出的地方, 所城里可以回授给芝罘学馆的是我们在做这些活动的过程中所收集到的底层民众的一些信息, 它能让芝罘学馆变成一个兼顾精英和草根民众的总体项目。

#### **SANS: Do you think the new formats developed in Kwan-Yen Art District - Public Space and Small Gatherings for instance - will become representatives of new lifestyles for young people?**

Ou Ning: The concept for Small Gatherings also originated from observations of the community's needs. It is a combination of a variety of small dining and drinking spaces, and its target group is educated young people. The Public Space is a removable plug-in building which we'll program catering to young people's interests.

#### **SANS: 广仁艺术区里的新业态“众空间”和“小聚会”是否会成为年轻人新生活方式的代表?**

欧: 广仁艺术区里无论是小聚会还是众空间, 包括将来的其他业态, 目标人群都偏向受过教育的年轻人。众空间是一个可拆卸的插入式的建筑, 造型和材料都很前卫。我们建造这样风格的硬件, 再往里边填充各种各样针对年轻人趣味的软件内容, 工作目标就是让它们成为年轻人新生活方式的代表。

#### **S: Kwan-Yen Salon invites guests from all over the country to Yantai every month. Do you think this will attract a wider crowd? How can we maintain people's attention?**

ON: We have a lot of cultural resources which we hope to introduce to the city. It would be enough to have four or five one-time, larger scale events in one year. Salons will be interspersed with these on a monthly basis, so to become a part of the city's daily life.

The influence of the Salon has not been very manifest yet, but I believe it will grow in time. As each has its own focus, in one year's time it will have attracted different audiences. The key is how to strengthen a sense of integrity among these different projects. The Salon is currently operated as a non-profit, but once it builds itself up, we might consider adopting partners.

#### **SANS: “广仁会客厅”每月邀请各地嘉宾来烟台进行分享和交流, 能否吸引更多广泛的人群关注?**

欧: 一次性高密度引进的大型活动, 一年做四五次就差不多了。“会客厅”会跟这些高密度大活动穿插进行, 目的是把这些文化资源细水长流地一个月引进一次, 变成日常化。对受众来讲, 它可能比大活动更有意义, 也比较好操作。

#### **S: Is it sustainable to promote local content production with the help of prominent cultural figures of domestic and international influence? In what ways are promotions of project carried out in second or third-tier cities different from those in first-tier cities? Are these promotions accepted differently?**

ON: By now, most of the team members in the project are foreign to the city; very few of them are locals, and this is not a very sustainable situation. So yes, it is important for us to find local talents and invite them to join and eventually take up responsibilities so that the project can continue. Of course, the replacement will be a relatively slow process, not before two or three years.

The success of the project does not depend on the tier of the city. It has to do with people. Take Echigo-Tsumari for example, the contemporary art projects that he carried out in the Japanese rural areas had no local basis at all, but he did it for more than ten years.

Kitagawa Fram is a very capable operator. He knows whom to find to offer him help. He knows how to use local financial resources and find sponsors. He maintains a good relationship with the government and is capable of integrating a variety of assets. It took more than ten years for his projects to get to their current scale. To make the Kwan-Yen Project sustainable, there has to be an operator who is both able and keen and copes with the planning team perfectly. During this process of teamwork, a lot of new things could be generated, new business models and opportunities included.

#### **SANS: 怎样才能保持甚至加强小活动的关注度? 它的商业模式是什么?**

欧: 广仁会客厅每次聚焦的领域不一样, 一年下来, 就会兼顾到不同的人群。关键是要突出它的主体, 用主体来把这些零碎松散的东西贯穿起来, 加强整体感。所以回顾式的推广就很有必要, 比如说做到七八期的时候, 要来一次回顾, 再跟大型活动一配合, 就能兼顾一年里的各个时间段。会客厅目前主要是以非营利的方式在操作, 也许之后会尝试别的商业模式。

#### **S: The recently released “List of Chinese Cities of Commercial Charm 2017” by the New First-tier City Research Institute, measures cities from different aspects such as its agglomeration of business resources, the activity of its habitants, the diversity of its lifestyles, etc. Yantai ranked 37 in the list of second-tier cities. What are your personal expectations towards this city?**

Ou Ning: There is huge room for development in Yantai. It is quite advantageously located, and there is a lot to explore in terms of its natural, historical resources, and most specifically, its rich marine resources which is rare for coastal cities in China.

Yantai has also been of great impact in English literatures for the past 100 years. For example, the founder of the American Times magazine had spent his youth in the original Chefoo School in Yantai. We found out that many of its citizens contributed with major achievements in various fields. By mobilizing local strength, we can shape Kwan-Yen into a very influential project.

#### **SANS: 通过具有国际国内影响力的知名文化人士助力本地内容生产, 是否可持续? 在二三线城市推进项目以及其接受度和在一线城市有哪些不同?**

目前广仁计划大部分团队成员都是外来的, 这个情况是不可持续的。所以很重要是发现本地人才, 邀请他们参与这个项目, 以后他们会成为广仁计划的主体。当然, 更替会是比较缓慢的过程。现在问题是, 我们是一个策划团队, 不是运营团队。一个项目成不成功, 跟它在二三线城市还是一线城市, 真的没有关系, 是跟人有关系。我们可以借鉴越后妻有的经验。要让广仁计划可持续, 得有一个很强大很敏锐的运营者, 能和策划团队产生化学反应, 在这种合体过程中会产生新的东西, 包括新的商业模式和商业机会。

#### **SANS: 您对烟台这个城市有何期待?**

欧: 烟台的上升空间是非常大的, 其地理位置、自然资源以及历史资源, 都可以大做文章, 特别是它的海洋资源。另外, 烟台在过去一百年来的英文文献中的影响也很大, 美国《时代》杂志创办人就曾在烟台芝罘学校度过了青少年时期。不少烟台人在各个领域都很有建树, 我们相信借助这些力量, 广仁计划可以做成一个很有影响力的项目。



## The Digua Community 地瓜社区

Notes by Beatrice Leanza  
作者: 毕月

“The first time I talked to Zhou Zishu about his Digua Community project, he was quick at specifying that it was not just a refurbishing plan of misused spaces, but a comprehensive plan that involved a lengthy research process of observational participation and anthropological insight into the living ecosystem of specific urban neighborhoods, without which the programming of space would have been superfluous. Zhou is a graduate from CAFA with a master in visual communication and a postgraduate degree from Central Saint Martin's course on 'narrative environments'. Inspired by a BBC news report on the discovery in Manchester of underground workers dwellings from the Industrial Revolution era, he embarked on a research around basement spaces in Beijing, an enormous spatial resource, he came to learn, amounting to more than 17,000 bunker

units, 10,000 of which were originally built as part of Mao's Cold War defense strategy.

The Digua Community, aptly named after a living form (the sweet potato) that grows underground, is a regenerative project that repurposes such misused or leftovers spaces into multifunctional communal facilities designed to service specific needs of urban dwellers above-ground. The first Digua Community opened in March 2016 in the area of Anyuanbeili. The design and refinement of spatial programming was achieved by way of a participatory process that involved the community of Anyuanbeili in open discussions, confrontations and eventually voting. The spaces of Digua include a variety of communal facilities like a small cinema, a reading room and a library established in collaboration with bookschina.com, a 3D printing lab, a barbershop, a gym, and spaces operated by Innoville, a project implemented by the Beijing Municipal Committee and the Communist Youth League for technology/innovation training targeting teenagers and kids. Other rooms can be rented by residents to host their own activities and events for conducting either their own businesses or offering services to the neighborhood putting their skills at common use, from language lessons, to daycare and nursery services, painting classes and so on.”

我第一次和周子书谈论他的地瓜社区时,他迅速地指出,这不只是一个针对使用不当空间的翻新计划,而是一个以长期研究为基础的综合计划,其中包括对特定城市社区的生活生态系统的观察参与和人类学视角;没有研究作支撑,对空间的规划将是多余的。周子书毕业于中央美术学院,获视觉传达设计硕士学位,并获得了中央圣马丁叙事环境课程的研究生学位。BBC曾报道过一则在曼彻斯特发现工业革命时代地下工人住所的新闻,受此启发,周子书开始研究北京的地下室空间,结果发现这是一个巨大的空间资源:北京地下有超过17000个地下单元,其中1万个是“冷战”时期防御战略的产物。

地瓜社区以这种长在地下的作物命名,可谓恰如其分。它是一个再生项目,试图将此类误用或剩余空间改造为多功能公共设施,用来服务地上城市居民的具体需求。第一个地瓜社区于2016年3月在安苑北里开放,社区居民全程参与了空间规划的设计和调整,整个过程是通过公开讨论、反对和最终投票来实现的。地瓜空间包括多种公共设施,如小电影院、阅览室、与中国图书网合作建立的图书馆、3D打印店、理发店、健身房等。这些设施由Innoville负责运营,这是一个由北京市委和共青团实施,旨在培养青少年和儿童科技与创新的项目。其他房间可租赁给社区居民举办自己的活动,或者是自己做生意,或者是为社区提供服务,比如语言培训、托儿所和幼儿园、绘画班等等。



## The Games that We All Played (An Architect's Guide for Typical Street Games)

Published by Tsinghua University, 2017

“These typical street games have been passed on from one generation to another. They had survived centuries from social and urban change, and still remained vibrant. Yet they are now in existential crisis at this globalisation age, being marginalised by either the standardised sports games or the incapacitating video games, arcade or online.

The collective enjoyment of children generates close ties among families and solidifies the sense of the community. This effect peaks when, from time to time, the adults join their children in the games and practically transform the playing field into a heaven of community activity.

We cannot hold back in our curiosity in these typical street games. Actually, the more we work for the communities in different Chinese cities, the more we believe in the power of these games as positive propellers for community space. This book is a tentative collection of our initial studies on the topic.”

Excerpt from the preface written by Zhang Li

## 《玩儿过： 建筑师街区游戏指南》

清华大学出版社, 2017年

“传统的街区游戏是自然传承下来的。它们目睹了上百年的社会与城市变革,伴随了一代又一代人的成长,经久不衰。然而,它们现在在全球化时代却面临着巨大的危机,不停地被国际标准的体育游戏和摄人心魄的电子游戏边缘化。

“传统街游促进社区人群的融合,而且是最令人快活的方式实现这种融合。被孩子们分享着的快乐能在他们各自的家庭之间产生一种紧密的纽带,强化社区与邻里的归属感。有时成年人会加入孩子们的游戏,此时街游的社区效应是最大化的,而此时的街游场所事实上也成了最好的社区公共空间。

“我们无法克制对传统街游的好奇。事实上,我们在中国不同城市的社区中工作得越多,也就越对街游作为社区空间的凝聚力深信不疑。本书只是我们对此课题的一些初期研习成果的汇集。”

摘自张利所作《序言》



# Chinese Urbanization Through The Lens of Dalang

## 通过大浪看中国的城镇化

By Linda Vlassenrood  
Translation Zhu Ruoxi  
作者:琳达·费拉森罗德  
翻译:朱若曦

Shenzhen is a city that has been raising eyebrows for years, because of its fast development and exceptional position. However, everyday reality in Shenzhen can be unruly. As a city, Shenzhen mainly thinks in top-down strategies and simply adds new hardware – the sum of infrastructure, buildings and industries – in order to encourage urban and therefore economic growth. It is less interested in the question of which existing social dynamics need to be accepted or improved in order to strengthen the city's potential, let alone the socio-economic conditions that are necessary to successfully regenerate an existing neighborhood or to sustainably extend the city. Still, Shenzhen is a city where bottom-up activities flourish and where many changes happen overnight. This means that many policies are not in line with reality: there is a gap between government and society. Or at least, this seems to be the case at first glance. When we look beyond the general characteristics of a top-down regulated city, relations between the Shenzhen government and society are much more closely intertwined.

### Social construction

China has lately seen enormous growth among NGOs, volunteering, and grassroots organizations that address social issues. It is clear that the central and local governments are withdrawing from many areas or are unable to cover social issues sufficiently by themselves, leaving room for other organizations to step in and provide services to vulnerable groups. In 2011, the United Nations Volunteers Program published a report on the state of volunteerism in China.<sup>1</sup> According to this report, the first volunteer-based community projects started at the end of the 1980s. However, the amount of organizations and volunteers only started to grow around 2001, due to increased support from the national government and more enabling legislation. Public awareness also changed distinctively, particularly in 2008, after people saw the valuable role of volunteers during the Beijing Olympics and after the Wenchuan Earthquake. By 2011, 50 million Chinese people were registered in different volunteer organizations all over the country; most of these volunteers were young students,

recent graduates, and low-income migrant workers. Volunteerism has become indispensable in Chinese society and is currently quite diversified, with a growing number of non-governmental organizations, including big corporations deploying volunteer activities through their own NGOs.

### Volunteerism as an instrument

The central government is increasingly deploying volunteerism as an instrument to achieve a more 'harmonious' urban society, with less inequality and more stability. It stated in its National New-type Urbanization Plan (2014-2020) that urbanization remains an important tool for economic growth in China, but also emphasized the need for a more 'human-centered urbanization'.

The shift in focus towards Chinese citizens' well-being (instead of concentrating only on the pursuit of economic growth), is an important sign of the times. When talking about the current social constraints in Shenzhen, researcher Li Jinkui from the China Development Institute (CDI) doesn't see any other alternative: '[The] Chinese economy is slowing down from high-speed growth to medium speed growth, and urbanization is still not completed. If China is to stay in today's half-done urbanization situation, China will likely fall into the middle income trap. The core task of urbanization is to provide public goods and services needed by the new-coming urban population from the previous rural population. This requires social and institutional change, and "social construction". This is the most important issue in Shenzhen today.'<sup>2</sup>

### To understand Dalang is to understand Chinese urbanization

Dalang Neighborhood is home to approximately 500,000 people, a majority of them migrants of which more than 50 percent is between 20-29 years old. Only 8,200 citizens are officially registered in Dalang, which means that everybody else belongs to the so-called 'floating population'.<sup>3</sup> The neighborhood is located in Longhua New District, just outside the border of the former Special Economic Zone.<sup>4</sup> Over the past few years, it has become an interesting site for several research projects initiated by the

深圳是一个近年来让人惊喜不断的城市,这主要得益于其飞快的发展速度与优越的地理位置。不过,深圳日常生活的现实则可能是不同寻常的。作为一座城市,深圳主要运用自上而下的策略进行思考,并简单地以增加新硬件——这包括基础设施、建筑物和工厂企业——的方式来促进城市的发展,从而助力经济增长。而对于如果想要增强城市潜力,是应该接受还是应该改进现有社会动态的问题,深圳似乎并不太感兴趣;至于要想成功地重建现有社区,或以可持续性的方式扩展城市所需要的社会经济条件,就更不在这所城市的考虑范围之内了。然而,深圳仍是一所包容着自下而上的活动蓬勃发展的城市,在这里,许多变化可能在一夜之间发生。这意味着,许多政策并不符合现实,而在政府和社会之间存在着一条鸿沟——至少乍看起来是这样的。然而,当我们抛开对一个自上而下的方式进行管理的城市的普遍特点的关注,而是试图在此之外看到更多时,我们会发现,深圳政府与其社会之间的关系实际上是密切相关的。

### 社会建构

中国近来见证了致力于解决社会问题的非政府组织、志愿者活动与草根基层组织的大幅度增加。显而易见的是,中央和地方政府正在从许多领域中撤出,或者说他们无法依靠自身力量有效解决社会问题,从而为其他组织进入这些领域并为弱势群体提供服务留出了空间。2011年,“联合国志愿者组织计划”发布了一篇关于中国志愿服务状况的报告。<sup>1</sup> 根据这份报告,第一个以志愿者为基础的社区项目始于20世纪80年代末。然而,组织和志愿者的数量在2001年左右才开始增长,这要归因于国家政府支持力度加强和相关授权立法的增加。公众意识也发生了明显的变化,尤其是在2008年,人们在北京奥运会期间和汶川地震之后逐渐意识到了志愿者的宝贵作用。截止至2011年,已有5000万中国人在全国各地的志愿者组织登记注册;这些志愿者中的大多数都是年轻学生、刚离校的毕业生和低收入农民工。志愿服务已成为中国社会中不可或缺的一部分,而随着非政府组织的发展,志愿服务目前也已经变得非常多样化,许多大型公司也通过它们内部自设的非政府组织举办志愿者活动。

### 作为工具的志愿服务

中国政府正在越来越将志愿服务作为实现更加“和谐”的城市社会的手段,使社会变得更加平等和稳定。在《2014-2020年国家新型城镇化规划》中,政府部门指出,城市化仍然是促进中国经济增长的重要手段,也强调了推进更加“以人为中心的城市化”的需要。

关注的重点转向中国公民的福祉而非一味追求经济增长,是时代的一个重要标志。在谈到深圳目前面临的社会制约问题时,中国综合开发研究院研究员李津逵认为没有其他替代选项:“中国经济正在从高速增长向中速增长换挡,而城镇化进程仍未完成。如果中国要停留在目前尚未完成的城市化状态,国家很可能会落入中等收入的陷阱。城市化的

China Development Institute and the International New Town Institute. This research is conducted in order to understand the blossoming of bottom-up activities in this part of Shenzhen, but also to understand the role of the local government and its relationship with a variety of stakeholders in providing social welfare. The Dalang subdistrict wants to create a more sustainable society by facilitating educational programs and leisure activities.

To accomplish this, the Department of Cultural Affairs has been expanding cultural infrastructure since 2010, allowing volunteer organizations, NGOs, companies and entrepreneurs to play a role. So far, these developments are in line with the national trend described above. However, Dalang is exceptional because of another reason: it represents the core of Chinese urbanization. Dalang is a rapidly transforming rural-urban society with severe social issues and hardly any urban planning in place. Primarily a collection of urban villages and factories, it is a hard-to-reach district with few public facilities and limited green and public spaces.

### Emancipating attitude establishes new values

The Dalang subdistrict is rather open and progressive in trying to help migrant workers become acclimated to city life. Their encouraging and therefore emancipating attitude towards migrants establishes new values that move beyond economic benefit alone. The government has invested 300 million RMB over the last couple of years in public infrastructure 'hardware' such as Labor Square (built in 2007 as an entertainment area for the local inhabitants), along with bicycle lanes, eighteen community service centers, fourteen community parks, eight private schools, five libraries and four stations for volunteers in public spaces.<sup>5</sup> It has initiated various public activities, including the highly successful 'Dalang Star' singing competition, which started in 2010 and was one of the first initiatives developed by the Dalang subdistrict. In the meantime, the Dalang subdistrict has helped NGOs and grassroots organizations in Dalang improve their management and is building up a platform with national and international resources. Nonetheless, the Dalang subdistrict has limited financial means due to its low administrative level in Shenzhen.

Consequently, the Dalang subdistrict is able to financially support some organizations, but can generally only provide legitimacy and space to NGOs, volunteer organizations, and entrepreneurs.<sup>6</sup> Lin Fangxi and Zheng Baojie, two young entrepreneurs, receive that legitimacy, which enables them to provide cultural activities in addition to



核心任务是为由原先的农村人口转化而来的新兴城市人口提供所需的公共物品和服务,这就要求社会和制度上的变革与“社会建设”。这是深圳当前所面临的最重要的问题。<sup>2</sup>

### 开放态度,树立新价值

### 理解大浪,理解中国城镇化

大浪街道容纳了约50万人,这其中大多数是外地人。只有8,200位公民在大浪街道正式登记,这就意味着其他人都属于所谓的“流动人口”。<sup>3</sup>该街道位于前经济特区边界以外的龙华新区。“近几年来,它成为了由中国综合开发研究院和国际新市镇研究中心所发起的若干研究项目的特殊基地。此项研究的目的是为了了解深圳这一地区自下而上活动的繁荣发展状态,并了解当地政府的作用及其与各种利益相关者在提供社会福利方面的关系。大浪街道希望通过改善教育方案和便利休闲活动,创造一个更可持续发展的社会。

为此,文化部门自2010年以来一直在扩大文化基础设施,使志愿者组织、非政府组织、企业和企业家能够发挥其作用。到目前为止,这些进步发展与上述国家趋势一致。然而,由于另外的原因,大浪具有其特殊性——它代表着中国城市化的核心。大浪是一个处于迅速转型过程中的城乡社会,其中存在着严重的社会问题,却几乎没有任何适当的城市规

划。大浪从根本上来说是一个城中村与工厂的聚合体,是一个与外界交通不便的区域,公共设施非常少,绿色和公共空间也非常有限。

因此,尽管大浪街道能够在财政上支持一些组织,却通常只能为非政府组织、志愿者组织和企业家提供合法地位和场地空间。<sup>4</sup>林方喜和郑宝杰这两位年轻企业家获得了政府提供的合法许可,这使们除了创业以外,还可以举办文化活动。



their entrepreneurship. Both provide lessons to migrant workers in their music and roller-skating store, and they enable access to a large social network through the organization of events, cultural performances, and competitions. They play a fundamental role in programming leisure activities at Labor Square. The social impact of these events and Zheng Baojie’s roller-skating team, Excellent, which has over 1,000 members, should not be underestimated.

### Building bridges between public and private interests.

The Dalang subdistrict is trying to encourage young migrant workers to stay longer in Dalang by educating them and by providing amenities like libraries, schools, parks and squares, and social programs. It is believed that factories share the same objective. Many factories provide small libraries, cinemas and basketball courts inside the factory compound, where most migrant workers also live; these facilities are primarily installed for relaxation and not for educational purposes. Yet many migrant workers also live in the urban villages, and Dalang still faces a serious lack of public facilities in these areas. The Dalang government is seeking support from companies, but struggles at the same time with the question of what kind of activities and services volunteer organizations could provide to address needs that neither the government nor the market currently meet. CDI argues that it should be a collaborative effort in order to stimulate the migrants’ integration in Dalang society. This means that the local government should empower and build strong alliances between entrepreneurs, volunteer organizations, NGOs and factories more extensively then it already does.<sup>7</sup> Thinking in terms of top-down versus bottom-up strategies is clearly no longer applicable for Dalang.

1. United Nations Volunteers, *State of Volunteerism in China 2011 – Engaging People through Ideas, Innovation and Inspiration* (Bonn: United Nations Volunteers, 2011).

2. Li Jinkui, *interview by the author*, 24 February 2015.

3. See also: Linda Vlassenrood, ‘Dalang Fever’, Volume 39: *Urban Border* (April 2014), 58-62. *Dalang Fever was an event and small exhibition on the potential of the self-organizing migrant society in Dalang Neighborhood presented at the UABB/ Shenzhen Urbanism & Architecture Biennale 2013.*

4. Dalang became an official sub district of Longhua in 2011. In Bao’an and Longgang, the outer districts of Shenzhen, random and chaotic developments had taken place since the late 1980s due to industrial pressure inside the Special Economic Zone, lower land prices, speculation and

*loose development control outside the boundary.*

5. In 2008, six districts of Shenzhen signed letters of intent to outsource social services to nine NGOs, making Shenzhen the second Chinese city, after Shanghai, to experiment with setting up such a system. See: ‘Shenzhen NGOs to Provide Social Services’, *China Daily*, 11 January 2008. Online: <http://china.org.cn/english/China/238958.htm>

6. The Dalang Government subsidizes the Little Grass Volunteer Association, which currently has 1,200 registered social workers and 4,400 volunteer workers.

7. Sjoerd Segijn, *A Home Away from Home: The Emergence and Meaning of Third Places in Shenzhen* (Master’s thesis, University of Amsterdam/ International New Town Institute, 2014), 53.

Note on the text:  
*This is a shorter edited version of Linda Vlassenrood’s article Chinese Urbanization Through the Lens of Dalang. The original article was previously published in Global Schindler Award 2015 Shenzhen Essays edited by Kees Christiaanse, Fabienne Hoelzel, Myriam Perret and Dimitri Kron, along with Schindler Group and Jessica Bridger. The Schindler Global Award is a student urban design competition that took place in Shenzhen in 2015. The article has also been published in: Linda Vlassenrood (ed.), Shenzhen. From Factory of the World to World City (Rotterdam: International New Town Institute and NAI010 Publishers, 2016).*

1. 联合国志愿者组织:《2011年中国志愿服务现状——通过理想、创新和激励吸引人们参与》(波昂:联合国志愿者组织, 2011)。

2. 李津逵在2015年2月24日接受本文作者采访。

3. 参见琳达·费拉森罗德:“大浪热”,发表于《城市边界》第39卷(2014年4月),第58-62页。“大浪热”是有关大浪街道自我组织的移民社区的潜在可能的活动和小型展览,在“2013年度深港城市/建筑双城双年展”上呈现。

4. 大浪在2011年成为龙华的官方街道。由于经济特区内的工业压力、降低的地价、投机活动和边界之外松散的发展控制等原因,深圳外围的两个区域——宝安和龙岗自20世纪80年代后期开始了随机和无序的发展。

5. 2008年,深圳六区签署了将社会服务外包给九个非政府组织的意向书,使深圳继上海之后成为第二个试图建立这套制度的中国城市。见:“深圳非政府组织提供社会服务”,发表于“中国日报”,2008年1月11日。网页链接:<http://china.org.cn/english/China/238958.htm>。

6. 由大浪政府资助的小草义工服务协会,目前有1,200名注册社工和4,400名义工。

7. 舒尔德·斯荷恩,《远离家乡的家:深圳第三地的出现和意义》(硕士论文,阿姆斯特丹大学/国际新市镇研究中心, 2014),第53页。

两位企业家均在他们的乐器店和轮滑商店中为劳工工人提供课程,并通过举办活动、文化表演和比赛等方式使得他们得以拥有广泛的社交面。他们在组织劳动者广场上的休闲活动中发挥极为重要的作用。这些活动与郑宝杰那拥有超过1,000名成员、名为“卓越”的轮滑队所产生的的社会影响,都是不容小觑的。

### 搭建公共利益与私人利益之间的桥梁

大浪街道正在通过教育劳工工、为他们提供图书馆、学校、公园和广场等福利设施以及社会服务计划,鼓励他们留在大浪。可以确信的是,众工厂也有着与此相同的目标。许多工厂在大多数农民工生活的工厂厂区中建立了小型图书馆、电影院和篮球场;安装这些设施主要是为了让农民工们放松,而不是出于教育目的。然而,许多农民工同样居住在城中村,在这些地区大浪街道仍然面临着公共设施严重缺乏的问题。大浪街道正在寻求企业的支持,但同时也仍在为志愿者组织可以提供何种活动和服务来解决政府和市场目前都未能满足的需求而努力探索。中国综合开发研究院认为,应该努力合作以促进外来人口融入大浪社会。这意味着,地方政府应该比他们先前所做的更为广泛地授权于企业家、志愿者组织、非政府组织和工厂,并建立他们之间的紧密联系。<sup>7</sup>以自上而下或自下而上的方式进行思考,在这两种策略之间做出抉择的方式,显然已不再适用于大浪。

本篇文章是琳达·费拉森罗德的文章《以大浪街区为例看中国城镇化》的简化编辑版本。原文早先曾在由基斯·克里斯蒂安·法比恩·赫尔策尔、米里亚姆·贝瑞、迪米特里·克朗以及迅达集团和杰西卡·布里杰联合编辑出版的《2016迅达杯全球大奖深圳论文集》上发表。这篇文章也曾由琳达·费拉森罗德编辑的《深圳:从世界工厂到世界城市》(鹿特丹:国际新市镇研究中心和荷兰建筑学会010出版社, 2016年出版)一书中发表。

# Automated Landscapes 自动化景观

R&D department, Het Nieuwe Instituut  
荷兰新研究所研发部

In 2017, Het Nieuwe Instituut, the Dutch institute for architecture, design, and digital culture in Rotterdam, launched Automated Landscapes, a long-term project on the architectural implications of full automation.

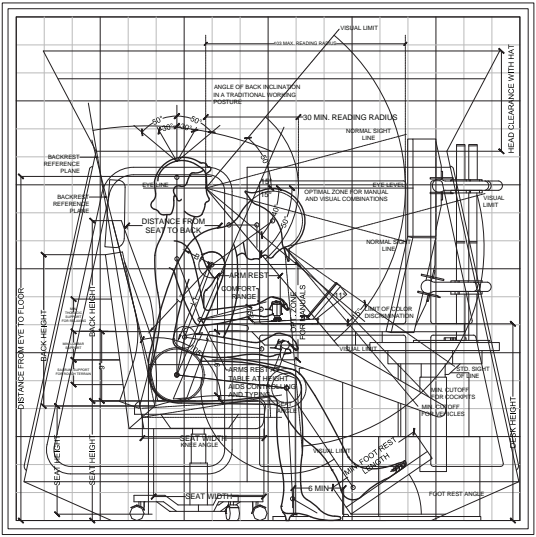
The incursion of artificial intelligence and full automation into workspaces and productive landscapes has recently been designated the trigger for major shifts in manual labour, white-collar and service-sector work, and a key driver in job losses and declining wages. Under the premise that automation disrupts not only labor markets but the configuration, design and occupation of entire territories, the research project Automated Landscapes seeks to document and reflect upon the emerging architectures and urbanisms of fully-automated labor.

Although robotics and automation have reached the disciplines of architecture and design, mainly through digital design and fabrication, a profound analysis of their effects on the design and habitation of the built environment is yet to be done. The automated workspaces are starting to materialize in seemingly banal and extensive infrastructures occupying and altering the dynamics of large parts of the built environment. In this context, the notion of Automated Landscapes addresses the actual emergence of distinct types of spatial configurations and conditions engendered and afforded by automation. Their architectures challenge conventional spatial requirements and normative rules for health, safety and welfare, such as standards for light, ventilation, height, and floor areas; they bring new forms of territorial occupation, segregation and contestation; they remain beyond classic notions of authorship and signature.

By engaging with these unprecedented assemblages of humans and machines, the research aims to shed light into the role of designers in reformulating the spatial relationship between bodies, work, and leisure towards desirable urban and political imaginations.

The first phase of the project, which has been awarded a Feature Grant from DESIGN TRUST (an initiative of the non-profit organization Hong Kong Ambassadors of Design) in Hong Kong, will focus on the port of Rotterdam and agricultural clusters in the Netherlands, as well as developments in the Pearl River Delta—arguably the main arena for the transition from the man-powered «factory of the world» to a territory of automated production. The research outcomes will be presented in a series of public events, exhibition programs and publications, starting with the exhibition *How will we work* at the 2017 Vienna Biennale—on show at the University of Applied Arts Vienna from June to September.

The director of Het Nieuwe Instituut is Guus Beumer. The Head of the Research department is Marina Otero Verzier, and team members include Victor Munoz Sanz (co-researcher Automated Landscapes), Marten Kuijpers (co-researcher Automated Landscapes), and Grace Abouh Jaoudeh (research assistant).



Anthropometric Data - Crane Cabin Operator vs Remote Control Operator. Drawing by Het Nieuwe Instituut 2017  
人体测量数据:吊车操作员与远程遥控操作员。插图由新研究所绘制, 2017年。

#城市更新

# URBAN REGENERATION



# The Danwei Industrial Heritage & Affordable Housing

## 深圳单位大院更新的另一种选择:经济适用房

By Lin Haotian  
作者: 林昊天

It is clear that Shenzhen is transforming rapidly and will attract many more young and highly educated graduates in the near future. However, high housing prices become the first barrier for them to settle in the city. Downgraded neighbourhoods are replaced with luxury housing, shopping malls and offices. Such development might improve the competitiveness of the city for lower-income groups. The reliance on the market parties to develop affordable housing has not produced satisfying results. This article illustrates the current housing problems in Shenzhen and introduces a new renewal model to improve the affordability of housing. Could the transformation of 'old' Danwei housing complexes throughout the city solve the shortage of affordable housing for the young and creative class?

### The failure of housing policies

Until the 1980s, in China, urban housing used to be the state's responsibility: employees of state-owned enterprises and the government were all housed in public housing complexes. The reform of the Chinese housing system started with the open door policy in the 1980s as an experiment of the socialistic state to tackle the housing shortage by involving the private sector. The reform of the housing system radically changed the housing ethic and shaped the current urban housing stock: absolute equity was replaced with market-driven forces. As private developers tend to satisfy the more luxurious, profitable part of the demand first, many people cannot afford a house even though the housing supply keeps rising.

In 2008, the central government realized these problems and announced a new affordable housing system by including more private investors and developers who could participate in the construction. As a part of this national project, the Shenzhen government planned to realize 210,000 affordable housing units in the period 2011-2015. However, only 58,000 units were finished by 2014 due to the pressure of land shortage. Many of these housing units are

located at the urban fringe, which lacks job opportunities and adequate infrastructure. The high costs of commuting can make these locations 'unaffordable' either way.

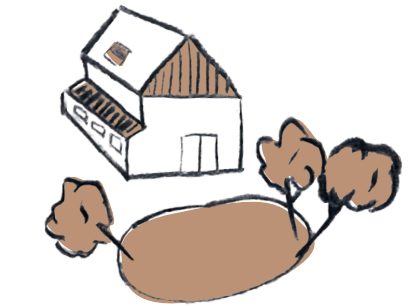
One must also note that housing in China is not only a basic need, but also an engine of economic growth. When the public housing system ended, the private sector housing stock flourished and stimulated speculation. This has greatly increased the revenues of local governments, which focus on economic growth and only intend to meet the quantity assigned by the central government without considering the quality of affordable housing. To balance affordability and economic prosperity, the public sector's intervention in the housing stock needs to be re-strengthened and improved.

### Searching for a solution

The shortage of affordable housing might be solved by the redevelopment of the Danwei housing. Before the Open Door Policy in China, everyone belonged to a Danwei ('work unit'), which could be a state-owned enterprise or a department of the government. Workers were bound to their work unit, which arranged all social commitments and activities and was responsible for providing welfare, including housing. In many Danwei neighbourhoods, a sense of identity was formed on the basis of the work unit.

The design of the Danwei was the Chinese socialist translation of Clarence Perry's concept of the neighbourhood unit. The territory of the Danwei housing neighbourhood is defined by the Dayuan, an area surrounded by a wall, fence and green space. A Dayuan usually contains some supplementary functions such as schools, shops and sport facilities and is well connected to public services and transport. The great demand of urban housing and the socialist idea of absolute equity resulted in a homogeneous spatial layout.

One of the main policies of the housing reform in the 1980s was the commercialization of public housing by



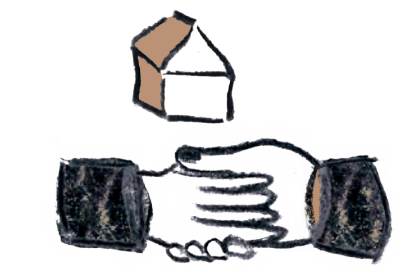
Rezoning the spatial layout: The old spatial structure of Danwei housing no longer matches the present-day needs of the neighborhood. Spatial restructuring according to different privacy levels (private area mainly for residents and public space for everybody) is necessary.

空间重新划分:单位大院的旧有空间结构已不符合当下的社区需求,需要依据不同的私密程度(给社区居民的私密空间以及向所有人开放的公共空间)重新划分。



Connecting home and work: Moving to cheaper areas outside the city centre often leads to higher transportation costs. Therefore, affordable housing and affordable transport are equally important.

连接工作与生活:上班族居住在更便宜的郊区,会导致道路交通压力及交通成本的上升,因此可负担住房应与可负担交通具有同等的重要性。



Strengthening public intervention and communal organization: The government can establish housing associations to guarantee affordability as the goal of renewal, clarify ownership matters and enhance community participation.

强化公共介入与社区组织:政府可成立住房协会,以保证更新以可负担为目标,帮助厘清产权关系,并加强社区参与。



Diversifying building typology and housing typology: Danwei housing was originally designed for families. As the residents diversify, housing and building typologies have to adapt to the changing demand.

建筑及单元住房类型多样化:单位大院原是针对家庭而建,随着住户类型的多样化,建筑及单元住房类型也应随之变化。



Defining public space: Homogeneity characterizes the public space in Danwei housing neighborhoods, but by defining the function of public space in different privacy levels the neighborhood can be made more heterogeneous.

界定公共空间:现存单位大院内的公共空间类型单一,如果依据不同私密程度对公共空间重新加以界定,会使其更加多样化。

Illustration by LAVA BEIJING

selling them to the Danwei staff for a low price. The public sector also retreated from the daily administration of the neighbourhoods, which was handed over to commercial property management.

The low quality and lack of maintenance has led to the degradation of these old residential areas. Informal development is now the main force that maintains and transforms these neighbourhoods. Their low rent make Danweis suitable as affordable housing complexes.

However, because they are relatively centrally located, these neighbourhoods are also attractive sites for high-end urban redevelopment. But redevelopment projects remain difficult due to the fragmented ownership of apartments. Conflicts between owners and developers or between owners are quite common and

设,住宅协会从此繁盛起来。目前荷兰各个住宅协会已经私有化,财政独立,但仍然是非营利的社会企业。国家通过一个三重金融保障体系为住房协会担保贷款,社会住宅的租金和售价受国家政策严格控制,确保住宅的经济适用性。

另一方面是通过空间设计来提升单位大院居住环境的宜居性,具体策略包括:

对单位大院进行重新划分,调整小区尺度,以平衡社区的开放性(有利于交通通畅)与封闭性(安全性更佳);

改变小区内的建筑布局,形成丰富的公共空间,以改善单位大院缺乏公共活动场地、公共空间单调的普遍现状;

综合考虑工作与生活的连接,强化居住区的对外交通,方便作为大院内多数住户的上班族的通勤;

房型多样化。可在同一个大院内集中提供类似的户型,满足特定类型住户的需求,减少不同类型住户之间的矛盾;

引入混合功能。现在很多大院的首层住宅已经被改为商铺,有些已经存在一些自发形成的穿越性路线,甚至变成了“非正式”市场甚至商业街。在住宅之外适度混合办公、商业、公共服务等功能,可以使小区内生活更便利,也能节省住户的生活成本。

作者于2014年获得荷兰代尔夫特理工大学城市规划系硕士学位,毕业论文是《单位大院的演变——深圳单位大院城市更新的另一种选择》,探讨通过城市更新把单位大院改造为保障性住房的策略。经作者授权,本文通过对原文提炼编辑而来。

tend to slow down many redevelopment projects. Like the urban village, another unique type of settlement in Chinese cities, Danwei housing is in need of renewal and could be transformed into affordable housing.

Lin Haotian graduated in 2014. As a student at MSc Urbanism of the Delft University of Technology he took part in 'Shenzhen Scenarios 2.0 - Livability in Shenzhen' within the Complex Cities Studio. This studio was co-organized by INTI as part of the New Towns program.

The article has previously been published in: Linda Vlassenrood (ed.), Shenzhen. From Factory of the World to World City (Rotterdam: International New Town Institute and NAI010 Publishers, 2016).



# 文化视觉

**Visualize  
Me**





# The Atlas of Gentrification 中产阶级地图集

Herwig Scherabon

The book "The Atlas of Gentrification" is a collection of data visualizations, graphs and maps which respond to the phenomenon of gentrification and related issues, such as segregation and income inequality. It presents a number of well-known cities (Chicago, San Francisco, New York City, Boston, Portland Oregon, Los Angeles, Detroit, London and Glasgow) associated with such problems, and through a variety of means, highlights many of the issues encountered by their inhabitants. In doing so, the Atlas aims to reignite interest and stimulate debate through its design-led approach towards data.

The book was Scherabon's project at Glasgow School of Art and took about eight months from start to finish. It is printed on haptic, rough Munken paper in natural white.

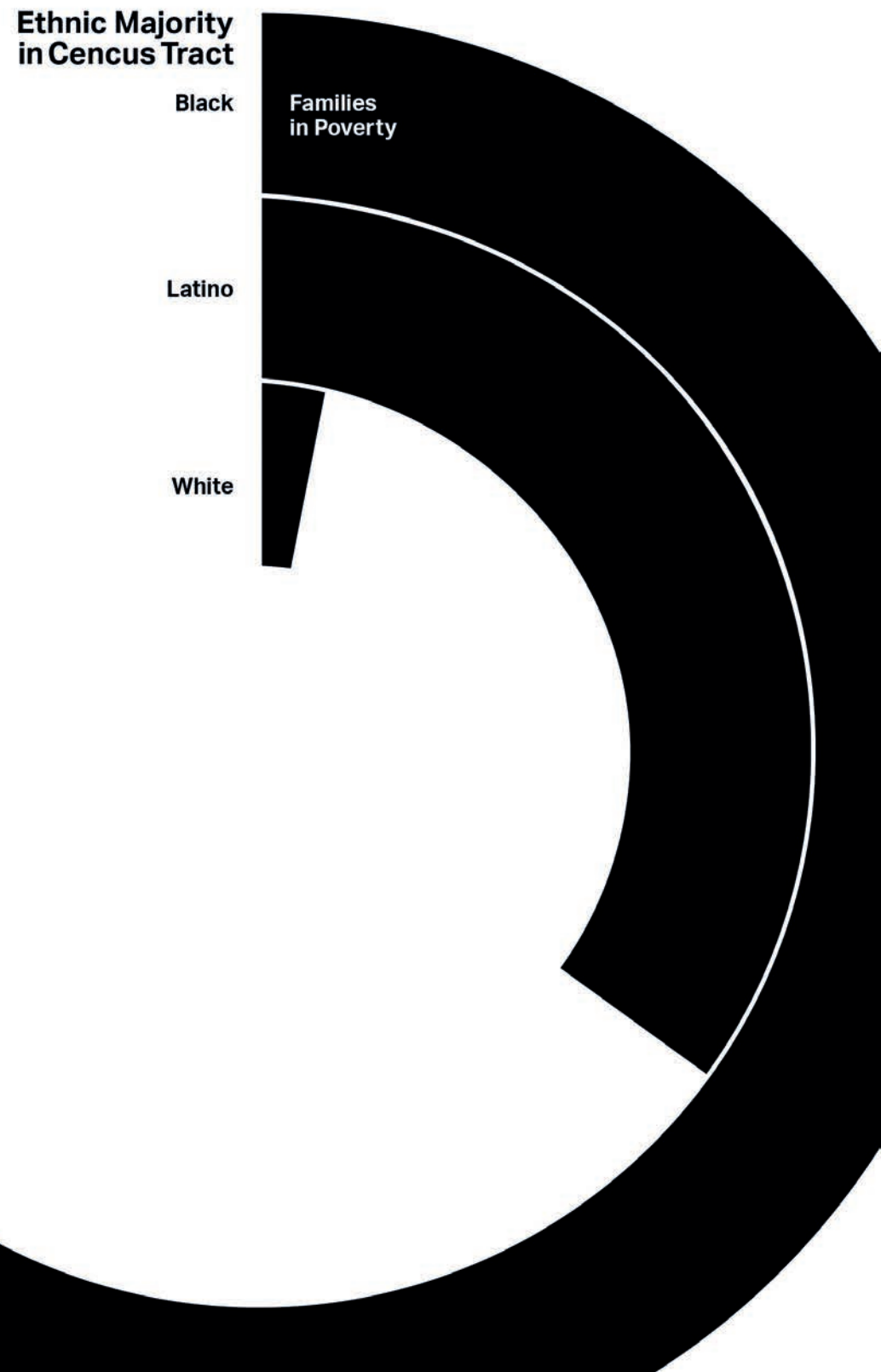
[www.scherabon.com/the-atlas-of-gentrification](http://www.scherabon.com/the-atlas-of-gentrification)

《中产阶级地图集》里集合了与中产阶级化、隔离、贫富差距等相关事宜有关的可视化数据、图形和图片。书中列举了存在这些问题的多个城市(芝加哥、旧金山、纽约、波士顿、波特兰、俄勒冈、洛杉矶、底特律、伦敦和格拉斯哥),并通过多种方式突显了这些城市的居民所遇到的问题。地图集的目的是通过其针对数据的设计方式来激发兴趣,引发讨论。

此书属于格拉斯哥艺术学校的Scherabon项目,从开始到结束用时约八个月。印刷采用了手感良好、自然白色的轻型蒙肯纸。

[www.scherabon.com/the-atlas-of-gentrification](http://www.scherabon.com/the-atlas-of-gentrification)

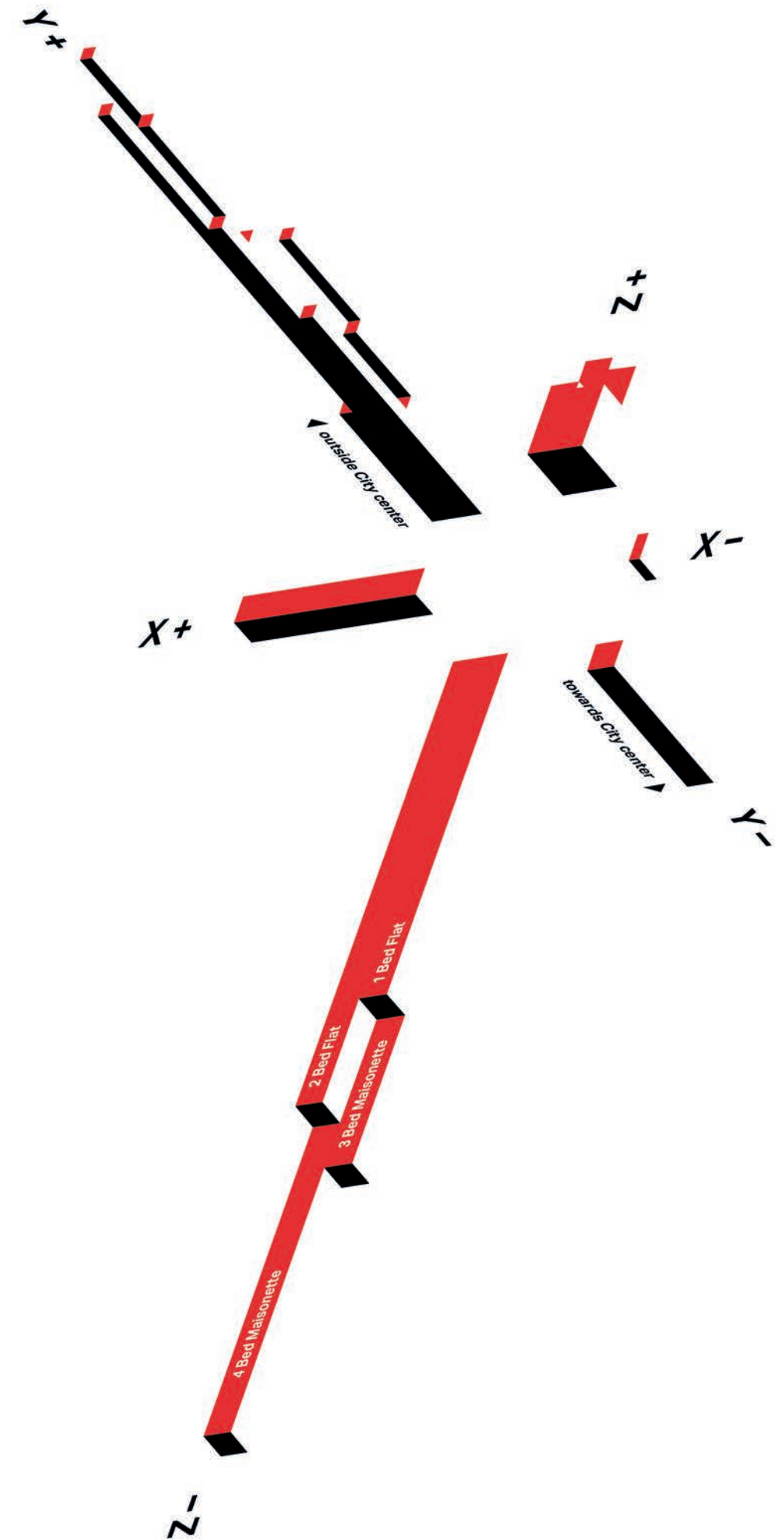
## chicago Race Gap in Poverty 2009 – 2013



## heygate Regeneration

### Comparison Before/After

Social rented flats	
• before	X+
• after	X-
Distance to city center	
• from Heygate	Y-
• from tenants new home	Y+
Compensation payment	Z+
• 4 bed maisonette	
• 3 bed maisonette	
• 2 bed flat	
• 1 bed flat	
Average price after	Z-





# Global Report on Urban Health 全球城市健康报告

Accurat

The Global Report was presented officially in Geneva in March 2016 and it was a key contribution to the Third United Nations Conference on Housing and Sustainable Urban Development that took place in Quito in October 2016. The report gives countries and cities practical tools to reduce health inequities as they strive to achieve the Sustainable Development Goals and identifies and effectively presents innovative ways to achieve universal health coverage.

The researchers at the World Health Organization Centre for Health Development in Kobe, Japan, reached out to Accurat at the end of 2015 with a request to collaborate on the development of a comprehensive reporting strategy to follow up on the then five-year old joint WHO-UN Habitat global report on urban health, *Hidden Cities: Unmasking and Overcoming Health Inequities in Urban Settings*. The goal of the collaboration was to set up a joint task force that would leverage Accurat's expertise in dealing with data-heavy scientific reporting to devise multiple print and interactive communication products to engage with public officials and stakeholders worldwide on the progress of

urban health studies and research.

During a six-month collaboration with the World Health Organization's research team in Kobe, Accurat imagined, designed, and produced numerous reporting materials in more than ten different languages, centered around two main products: a 240-page full-color book, printed and distributed worldwide, and an accessible website and data explorer, optimized for screens of any size and retro-compatible with legacy browser technology.

To display the key analyses in the report, Accurat imagined and designed a set of highly customized visualizations that drew inspiration from architectural drawings and urban planning diagrams to create distinctive visuals that are rich in detail and content, as well as visually bold and effective in communicating the report's findings.

[Publications of the World Health Organization are available on the WHO website ([www.who.int](http://www.who.int)) or can be purchased from WHO Press]

[www.accurat.it/works/urban-health/](http://www.accurat.it/works/urban-health/)

"By the deadline of the new Sustainable Development Goals (SDGs) in 2030, 60% of all people will reside in cities, proportionally twice that of 1950. For most of us from now on, life and death will be an urban affair."

Global Report On Urban Health: Equitable, Healthier Cities For Sustainable Development  
World Health Organization 2016

《全球城市健康报告》于2016年3月在日内瓦正式公布，它为2016年10月在基多召开的关于住房和城市可持续发展的第三次联合国会议作出了重大贡献。报告为致力于实现可持续发展目标的国家 and 城市提供了切实的工具，借此，他们可减少健康方面的不平等待遇，同时确定而有效地提出实现全民健康保障的创新方法。

2015年底，日本神户世界卫生组织健康发展中心找到Accurat，寻求就一项综合报道策略展开合作，这是一项当时已经进行了五年，由世界卫生组织与联合国人居署共同合作的关于城市健康报告：《隐藏城市：揭露并克服城市环境中与健康相关的不平等待遇》。合作目标是建立一个联合工作小组，利用Accurat的专业知识处理密集数据科学报告，制定多次印刷方案和交互式通信产品，与世界各地的官员及利益相关者进行城市卫生的研究和探讨。

在六个月的合作时间里，Accurat构想、设计、制造了十多种不同语言的众多报告材料，核心成果有两个：一本240页的全彩书籍，全球发行；一个可访问的网站和数据浏览器，适用于任何尺寸的屏幕，也可兼容传统的浏览器技术。

为了展示报告中的关键分析，Accurat从建筑和城市规划图纸中汲取灵感，设计了一套高度定制的可视化效果，它具有丰富的细节和内容，在视觉上也大且有效地传达出报告结果。

世界卫生组织的出版物可在其官网 ([www.who.int](http://www.who.int)) 上获得。也可从世界卫生组织出版社购买。

## KEY

COVERAGE (%) FOR THE TOP QUINTILE

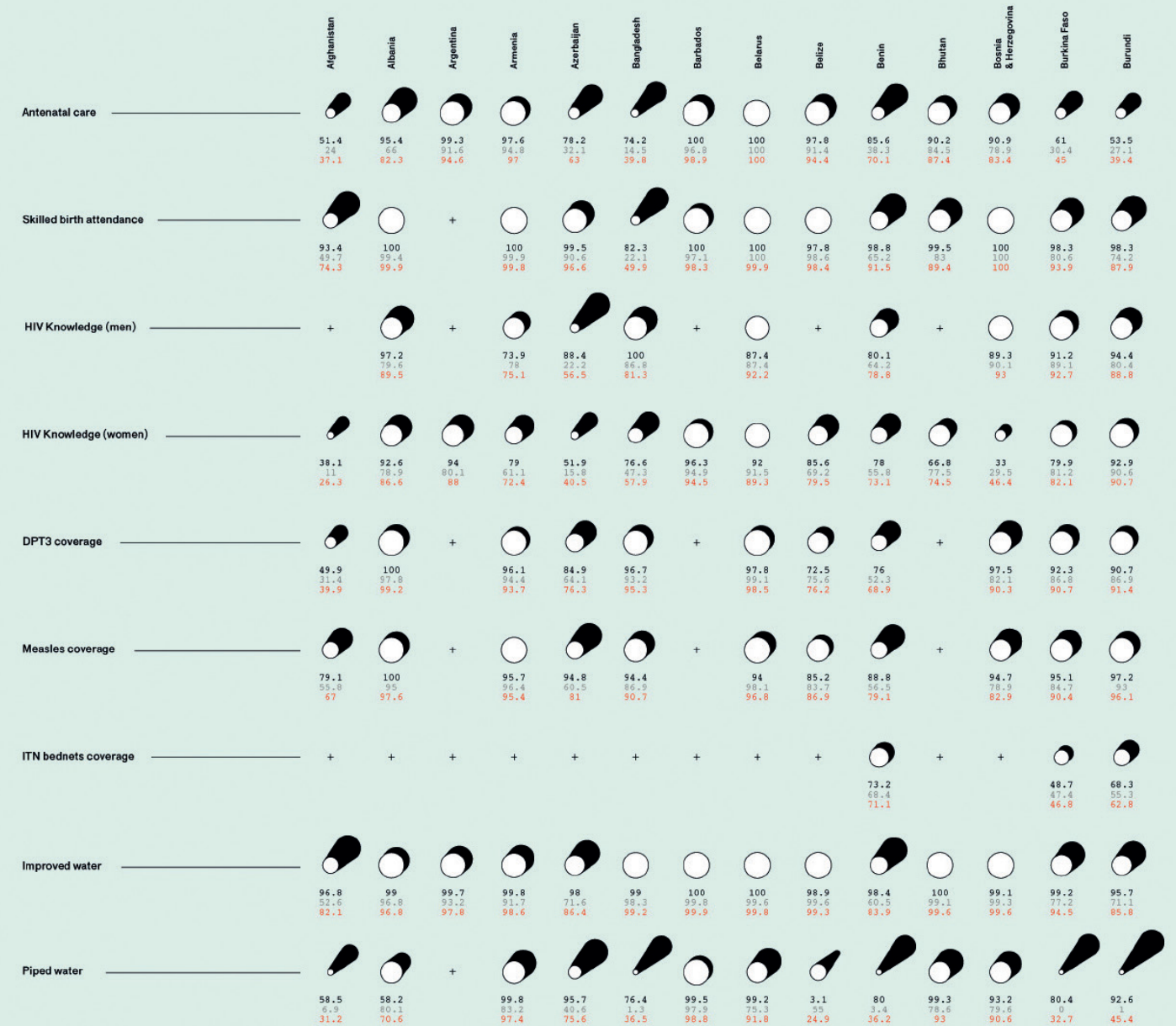
DISTANCE BETWEEN THE CIRCLES = COVERAGE TOP (%) - COVERAGE BOTTOM QUINTILE (%)

COVERAGE (%) FOR THE BOTTOM QUINTILE

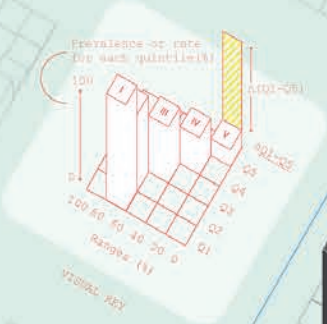
79.1 — COVERAGE (%) FOR THE TOP QUINTILE  
55.8 — COVERAGE (%) FOR THE BOTTOM QUINTILE  
67 — AVERAGE URBAN COVERAGE (%)

\* — QUINTILE VALUES NOT AVAILABLE  
NA

+ — THE COUNTRY IS NOT INCLUDED IN THE INDICATOR'S DATASET









# China's Turn 轮到中国了

Powerhouse Company

The models in China's Turn explore issues ranging from economic growth, national debt and demographics to housing, pollution and urban development, together they presents a portrait of China: the challenges it faces, the potential for crisis and why the country is at a crucial point. Through the example of the rapid development of China, the models bring together the undesirable and often unknown side effects of a purely economic vision on how to organise society – from its impact on health, the environment and housing to quality of life. It tells the Chinese story of a shifting world order, and how architecture and urbanism contribute to its structural challenges.

项目《轮到中国了》中展示的一系列模型,对当今众多问题进行了探索,从经济增长、国债、人口统计学,到住房、污染,城市规划,均有涉及。此展览旨在向外界呈现一幅中国肖像:其所面临的问题、潜在的危机以及为什么说这个国家在当下正处于一个重要的转折点。通过中国快速发展的示例,这些模型把仅仅从经济视角来对待社会规划的缺点和副作用展现了出来,包括因发展所造成的污染对健康、环境的影响,以及住房问题和人们的生活质量等。此项目讲述了一个有关世界秩序转变的中国故事,以及建筑和城市化对这一秩序在结构问题上所起到的影响。

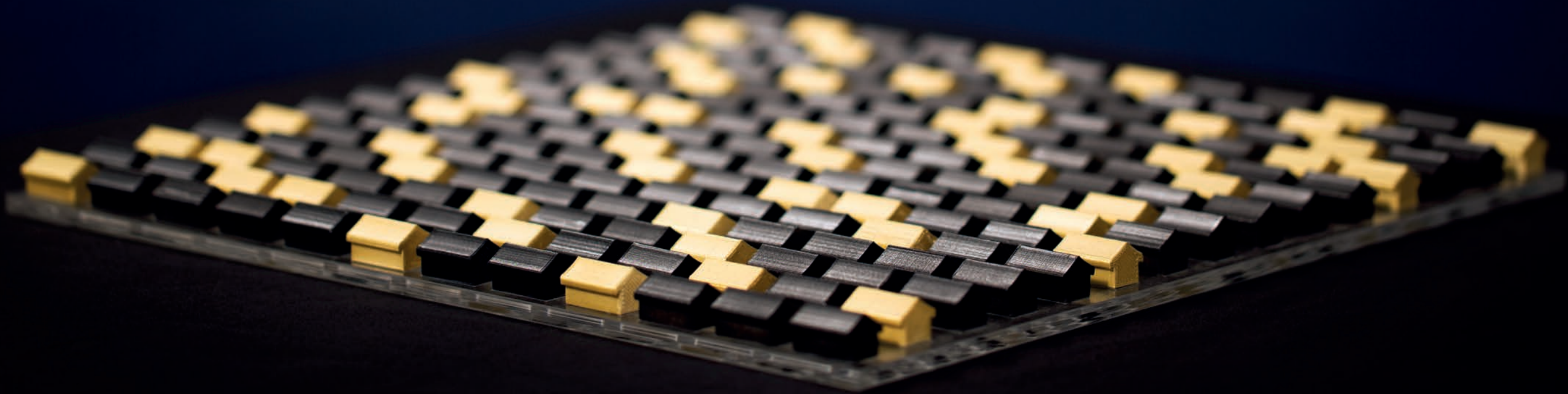
## DISAPPEARING VILLAGES 正在消失的村落

The flip side of China's rapid urbanization is the large-scale disappearance of villages. In 2015, more than 54 per cent of the Chinese population lived in cities, up from 42.5 per cent ten years earlier. The rural exodus of more than 150 million people, the main force behind the country's urbanization, takes its toll. Around the turn of the century, China had 3.7 million villages. According to China's Ministry of Civil Affairs, this number had dropped to 2.7 million in 2012.

Sources: Ian Johnson, 'In China, "Once the Villages Are Gone, the Culture Is Gone"', *The New York Times*, 1 February 2014; Linda Poon, 'China's Villages Are Dying. A New Film Asks If They Can Be Saved', *NPR*, January 5, 2016, accessed March 2016,

纵观中国,极速的城市化意味着代表着中国文化底蕴的乡村生活的极速消逝,随之消失的,还有传统和历史。这一情况正在以惊人的速度发生着。据天津大学研究统计,2000年,全中国拥有三百七十万座村庄,而这—数字在2010年降到了两百六十万。村庄在这十年中以每天三百座的速度消失。

来源:Ian Johnson,《在中国,“一旦村庄消失了,文化就没了”》,发表于《纽约时报》,2014年2月1日; Linda Poon,《一部新电影,讨论能否挽救正在消失的中国村落》,NPR,2016年1月5日获取。





## SUPPLY AND DEMAND

On average, one in five homes in Chinese cities are vacant. Estimates vary, but some sources claim that there are up to 64 million empty apartments in the country. In the largest cities the housing market is overheated, with soaring prices in Shenzhen and an unsustainable 27 to 1 price to income ratio in Beijing. Second-tier cities have seen price drops and dramatic vacancies in recent years. Nevertheless, many local governments continue to

encourage building activity because they need the income from land sales taxes to service their debts.

Sources: Esther Fung, 'More Than 1 in 5 Homes in Chinese Cities Are Empty, Survey Says', *The Wall Street Journal*, 11 June 2014; Tyler Durden, 'China's Housing Is Recovering, Just Ignore The 10 Billion Square Feet Of Vacant Housing', *Zero Hedge*, 18 January 2016, accessed March 2016.

## 中国的住房有五分之一处于空置状态

在国际货币基金组织警告说“中国易受资产泡沫打击”的同时，出于对使用土地税来填补日益增长的债务的依赖，当地政府依旧在鼓励房地产投机。野蛮投机已经将中国的房价带到了一个人们不可负担的水平，在北京更是出现了世界上史无前例的27:1的房价收入比。高房价点燃了一波建筑

狂潮，住房建设单在2010年一年就增长了4%，创造了大约六千四百万间空置住房。

摘自：‘中国的泡沫经济’，又称‘中国泡沫’，作者Jesse Colombo, *The Bubble Bubble*, 2014年9月  
数据来源：‘调查显示，在中国城市中有超过五分之一的住房是空置的’，作者方心恩，*华尔街日报*，2014年6月11日

## DEMOGRAPHIC DEFICIT

China is facing a crisis that is larger than its economic adversity: a rapidly ageing population. Half a century ago, seven per cent of the Chinese population was retired; today, this number has reached 12 per cent of a total population which doubled from less than 700 million to nearly 1.4 billion across this same period. Today, China has more than 160 million inhabitants older than 64 years, and in the next 15 years, this army of retired Chinese will grow to circa 300 million. Parallel to that, and due to the one-child

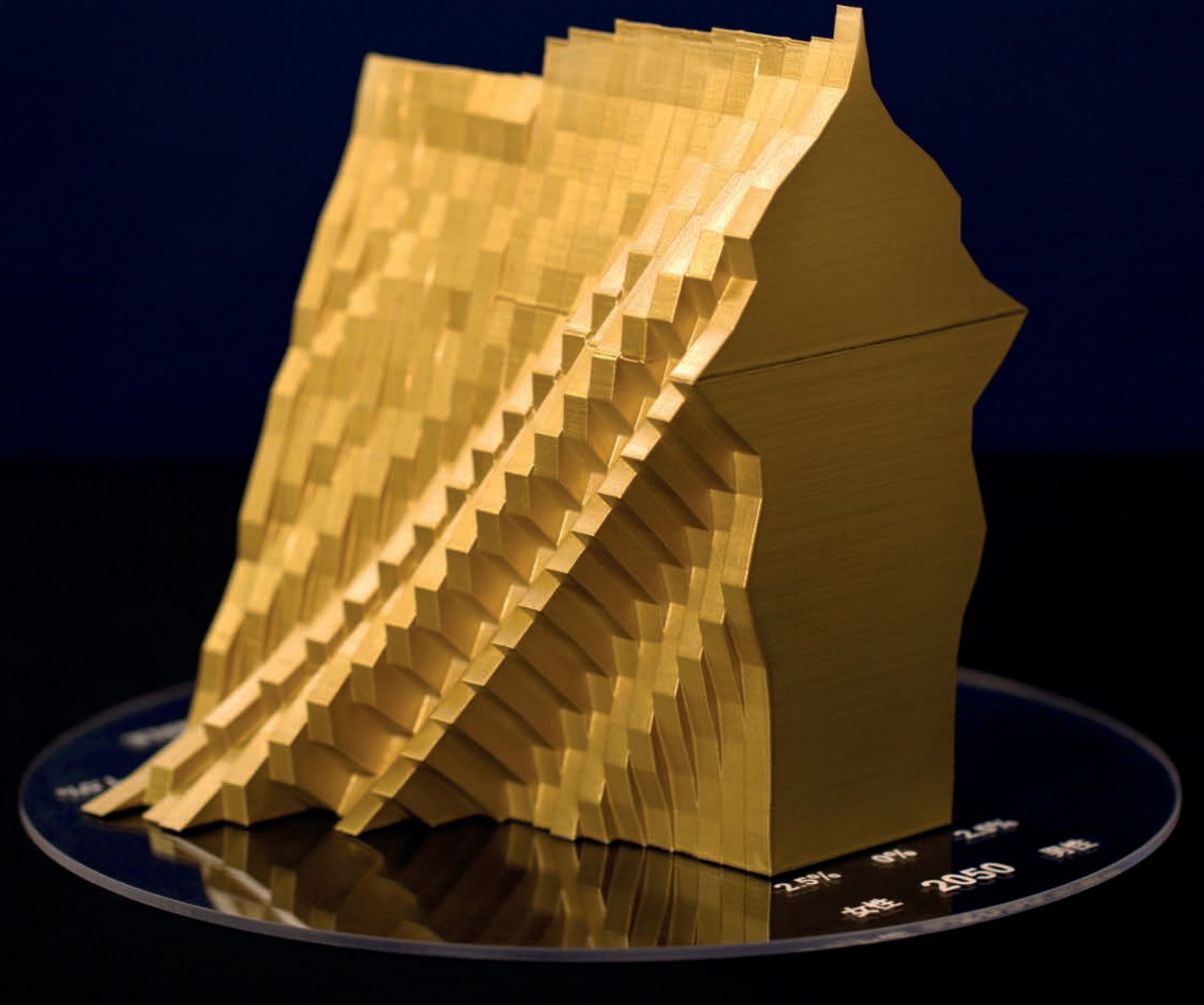
policy, low fertility and gender imbalance, the working-age population is expected to shrink nearly ten per cent, a decline of almost 90 million people.

Sources: Edward Denison and Guang Yu Ren, 'China's Concealed Crisis', *Architectural Design*, March/April 2014; Nathan Vanderklippe, 'Grey boom: Decades of birth controls leave China with distorted demographics', *The Globe and Mail*, 31 March 2016; United Nations, Department of Economic and Social Affairs, Population Division, 'World Population Prospects: The 2012 Revision', accessed March 2016

## 正在老去的人口

中国正在面临着一场危机。我们习惯了听到“中原王国”乐观的经济增长消息，但就是在中国一直享受着多年的前所未有的财政增长时，其他形式的增长也以破纪录的速度在展开，并会危及经济的发展：中国在老龄化，而且速度很快。半个世纪以前中国退休的人数占人口总数的7%。今天，它占21%。而对比中国人口同期的增长：从6.67亿到13.5亿，这个退休比例所增加的5%是非常刺眼的。目前，中国有超过1.6亿的人口年龄在64岁以上，几乎等同于邻国日本和韩国的总人口数量。在未来40年中国60岁以上的人口比例预计将从13%升至34%，而全球的平均水平是从10%至22%。

摘自：《隐藏的中国危机》，作者Edward Denison与广裕仁，《建筑设计：为三分之一的老年人口设计》，2014年3/4月  
数据来源：联合国人口司经济和社会事务部。世界人口展望：2012年修正版





# A Little bit of Beijing

## 一点儿北京·大栅栏

Drawing Architecture Studio  
绘造社



Dashilar is the latest publication by Li Han and Hu Yan, founders of Drawing Architecture Studio, following their award-winning title A Little Bit of Beijing (San Li Tun / 798 / Nan Luo Gu Xiang, awarded as China's Most Beautiful Book in 2013). It is also a collaborative urban research project conceived by Drawing Architecture Studio and the Dashilar Platform project (an urban regeneration initiative tasked to revitalize the traditional hutong area of Dashilar, a 1sq km zone adjacent to Tian'anmen Square in Beijing).

The book consists in a documentation on ten case studies selected by Dashilar Platform including hutong renovation projects by different architects, historic religious

spaces, unique restaurants and cafes, as well as creative studios located in the area. Li Han's and Hu Yan's is a continued exploration for the potential of architectural drawings in knowledge-making. With precise lines and flat colourings, plans, elevations, sections, and axonometric projections transformed from 3D models are turned into sophisticated drawings with delicate details in a unique mechanical aesthetic feeling. By adding simple words to the drawings, the authors presented ten interviews in the form of a graphic novel. Through these stories, the book showcases the relation among people, architecture and city not only in terms of space and function, but also of time and emotion.

《一点儿北京·大栅栏》是绘造社继“中国最美的书”《一点儿北京》之《三里屯》《七九八》《南锣鼓巷》之后全新的城市绘本作品。两位作者李涵和胡妍选取了大栅栏地区杨梅竹斜街周边的十个地点，其中有建筑师所熟悉的胡同改造，也有大部分市民陌生的宗教场所，有餐馆咖啡厅这样的休闲消费空间，也有设计师和技师的私人工作室，再以他们擅长的全景式轴测图形式生动呈现出来。

十个空间分别配有一段俏皮或深刻的故事，故事通过对当事人的采访提炼而来。借助这些故事，创作者期望展示人与建筑和城市的关系——这种关系不仅仅是空间上的和功能上的，也是时间上的和情感上的。在绘造社看来，这是一个建筑学宿命的题目，借助图纸漫画的形式，他们试图将它图解为一种耐心、细腻且专注的观看。



“今天在胡同里生活确实很不方便。”

“基本的卫生设施都没给解决。”

“产权不清，房子越来越破，也没人想修。”

“同脊房更没辙。大家住在一个屋檐下，你想修，他不想，还有一家搬走了。”

“牵扯到太多的邻里关系，扯也扯不清楚。”

“最后一合计，还是给老百姓钱，全都迁走了。”

“有些地方重建了仿古建筑。”


“商业气息太浓，没有历史感。”

“也号称旧城激活！”

“有的地方门可罗雀。”

“只剩下一座仿古建筑空壳。”





“我这儿的饭菜很便宜，与装修的投入远远不符。这完全是为了我们的理想而做，我们就把这儿当做家来做。这儿可能比我家还要干净、漂亮。”

“那些为爱所付出的代价，是永远都难忘的啊……”

“走吧，走吧，人生难免经历苦痛挣扎；走吧，走吧，为自己的心找一个家……”



# Serial Innovators

对话创新者



# Shanzhai City: Impact Intelligence for Social Development Ventures

## 山寨城市：助力社会价值创新事业的 影响力智能

Established in 2015 by long time collaborators Tat Lam and Chris Gee, Shanzhai City is a social enterprise promoting community self-agency through technology development, community building, and value co-creation that synergizes and integrates into sustainable markets. The start-up develops solutions that are appropriate and sensitive to the local cultural, environmental, and economic conditions of developing regions to promote community self-agency, alleviate poverty, and protect the environment. Impact Intelligence is at the core of their credo – in the context of China where social development sits at the centre of its future sustainable goals, we have talked to Tat Lam about Shanzhai City's visions and ambitions.

Illustration by LAVA BEIJING

山寨城市是林达和Chris Gee于2015年初创立的一家社会企业，致力于通过敏感技术开发、社区建设和价值共创等方法，提高基层社群的信息读写能力，并与可持续经济体系结合。制定适合发展中地区文化、环境以及经济条件的技术及商业战略解决方案，来促进社群的自主性、减轻贫困以及保护当地环境。

山寨城市正在开发的影响力云计算是一套能够适应发展中地区基础设施情况及用户使用习惯的数据收集、生成及分析系统，能帮助识别、培育、传播、放大影响力，使商业发展与社区发展产生巨大价值。编者在此专访创始人林达，讨论山寨城市在中国未来可持续发展图景中的影响力。

www.shanzhaicity.com



A conversation between **Tat Lam** and Beatrice Leanza  
毕月对话林达

### BL\_Tell us who you are.

TL\_I was trained as an urban researcher. I am currently an impact strategist for social development ventures of social enterprises and social capital investors.

### BL\_请介绍一下你自己。

林\_我曾作为一名城市研究员接受过训练。目前，我是一个影响力策略师，为包括研究社会企业和社会资本投资人在内的社会发展型企业服务。

### Prior to your current engagements, you have been a partner of URBANUS an architecture practice based in Shenzhen and Beijing, directing its Urban Research Bureau. What was URB's role and what was your research focusing on?

The mission of an urban research entity in a private practice, not an academic institute, was to explore a bigger agency for architectural practitioners in a rapidly developing urban and social space in China. We tried to go beyond the "institutional" paradigm which is slow in operation, and China, or any developing context, needed more rapid, value-creating solutions. Particularly at a time when the shaping of the professional consultancy industry was way behind the speed of social development, private practice provided a more flexible platform to quickly test and concretely realize ideas. I personally focused on three topics: urban village redevelopment; the urban creative class; and new towns development. These were all very popular topics over the last decade. They are also very Shenzhen, because they embody an image of rapid urbanization, densification and post-industrialization.

### 在从事现在的工作之前，你已经是URBANUS都市实践（位于深圳和北京）建筑事务所的合伙人，并指导其城市研究部门。城市研究部门的职能是什么？你的研究重点是什么？

对于一个私有而非学术机构中的城市研究主体来说，其目标是在中国快速发展的城市和社会空间中，为建筑从业者们去寻求一个更大的相关机构。公共机构在中国的运行缓慢，而我们试图采用超越“公共机构”的形式。和中国一样，任何一个发展主体都需要更加快速、能够创造价值的解决方案。特别是当专业咨询行业的成形远远落后于社会发展速度的时候，私有企业提供了一个更为灵活的平台来进行快速测试和想法的具体实现。我个人主要关注三个话题：城中村改造、城市创意阶层、新城镇开发。在过去十年中，这些都是非常热门的话题。这些话题都十分适合深圳，因为它们描绘了一种快速城市化、人口高度集中和后工业化的形象。

### Given your long-lasting experience in working with grassroots communities and developing contexts both urban and rural in China, what would you say are the major changes that occurred over the past decade?

I've always argued that grassroots communities, no matter urban or rural, are the most resilient cultural and social ecosystems. And this has "not" changed, here a few points about "why": 1/ grassroots communities are about "how", not about "what" - a process of learning, instead of a process of construction and deconstruction. They survive in a know-how economy, which is very flexible and capable of assimilating new components. 2/ They are about the collective, not avant-gardism - a process of co-creation and co-evolution, rather than a process of competition, redefinition and elimination. 3/ They are about exchange of trust, not exchange of

capital - a process of neighbouring, instead of one of legitimization.

What has changed is more about how we perceive grassroots communities. We used to believe in modernity, corporatism and capitalism and take grassroots communities as an anti-thesis. Because of new technologies, new markets, new consumers, we recognize and unlock the value of grassroots communities by building open-source hardware platforms through a know-how economy of makers, by introducing very niche crowdfunding products and business models, and by developing trust economy databases for people to make better informed decisions.

### 鉴于你在中国与基层社区和城市及农村发展背景下的工作中积累了长期的经验，你觉得在过去的十年中，中国发生了什么重要的变化？

我一直认为，无论是城市还是农村，草根社群的文化和生态系统都是最具适应性的。我的想法没有发生任何改变，这里可以通过几点解释为什么：1.草根社群是关于“如何”，而不是关于“什么”。对于他们来说，这是一个学习的过程，并非建造和解构的过程。草根社群在技术经济中得以生存，不仅非常灵活，且易于吸收新的成分。2.草根社群是关于集体的，而非先锋派。对他们来说，这是一个共同创造和共同演化的过程，不是一个竞争、重新定义和消除的过程。3.草根社群与互换信任相关，而不是资本交易——它是一个邻里之间的过程，而不是一个合法化的过程。

发生改变的更多是我们如何看待草根社群。我们曾经相信现代性、社团主义和资本主义，把基层社区作为一种反面议题。由于新的技术、新的市场、新的消费者的出现，我们认识到并解锁了草根社群的价值，并通过制造商的技术经济建设开放源代码硬件平台，引入非常合适的众筹产品和商业模式，同时通过开发信用经济数据库，帮助人们做出更好更明智的决策。

### You have been tightly involved with the academic world, starting from founding the China Megacities Lab at Columbia University. Tell us a bit more about your research there.

It used to be called China Lab and I co-founded it in 2007 at Columbia University when I was still a student with Professor Jeffrey Johnson. The starting point was a research proposal of Megablock Urbanism supported than by the Graham Foundation. It formed my most basic understanding of China's urbanism, between institutional and grassroots, between planned and informality, between economic development and social problems. This inspired my PhD at UCL where I studied the social implementation of architectural interventions. We developed a continuous series of workshop since 2007 with students from Columbia University.

### 你一直与学术界密切合作，从在哥伦比亚大学创办中国特大城市实验室开始。请介绍一些你在那里的研究情况。

这个实验室曾经被称为中国实验室，2007年当我还是杰弗里·约翰逊教授的学生时，我们在哥伦比亚大学共同创立了这个实验室。最初这是源于一个关于超级街区城市化的研究提案，当时得到了格雷厄姆基金会的支持。我就此对中国的城市化有了最基本的了解，在公共机构与草根阶层之间，在规划与非正式之间，在经济发展与社会问题之间。这促使我前往伦敦大学学院攻读哲学博士学位，在那里我研究了有关建筑干预措施的社会实施。自2007年以来，我们与哥伦比亚大学的学生一起，连续举办了一系列研讨会。

### You are currently head of StudioX China - what are its current research goals and focal area of study?





Fundamentally I am looking into what is still relevant for “today”, and move beyond the disciplinary boundaries of architecture and urbanism. While I am still developing the bigger framework, these are three parallel lines of research: 1/ Urban regeneration. I believe the most urgent issue is no longer how to build at the periphery of the city, but the redevelopment of urban centers; 2/ Rural is the New Urban. This is a research line to explore new possibilities in rural space, what is not working and irrelevant; 3/ Urban Data Science. We are interested in understanding how the underserved communities can benefit from data science.

**作为StudioX China的现任负责人,你目前的研究目标和研究的重点领域是什么?**

从根本上来讲,我正在研究与当下有关联的事物,并且超越了建筑和城市化的学科界限。我仍在开发更大的框架,这里是三个平行的研究:1.城市再生。我认为最迫切的问题不再是如何在城市外围进行建设,而是城市中心的重建;2.农村是新的城市。这是一个探索农村空间新可能性的研究路线,我们希望了解其中什么是不可行的和不相关的;3.城市数据科学。我们有兴趣了解如何可以让服务水平欠缺的社区从数据科学中受益。

**What motivated you to start Shanzhai City (SC)?**

I wish to go beyond consultancy, and actually work on a longer value chain from capital to implementation. Such platform does not exist yet, so I need to build one from zero.

**是什么促使你发起了山寨城市 (SC)?**

我希望所做的工作超越了咨询范畴,从资金到实施,可以在一个较长的价值链上工作,这样的平台还不存在,所以我需要从零开始构建一个这样的平台。

**Shanzhai City’s value proposition is to “solve social inequality through building data literacy and transparent trust economy” – why is this urgent now?**

Modernization and digitalization seem like solving the problem of inequality by open-sourcing information on internet platforms, so that everyone can access it for better decisions. In the last five years, venture capitalists brought everything online, in order to digitally disrupt traditional analogue marketplaces and to monetize the

entire internet space. Such rapid transformation, due to the scalability of internet technology and capital market advocacy, for sure brought convenience and value to a group of people, but also created a big barrier for the underserved communities who are not yet adept at these technologies.

While studying grassroots communities, I discovered a new form of exploitation was in place. Data literacy is a problem equal to that of literacy 50 years ago, and currently causes even more poverty and social inequality, simply because people don’t know how to download an APP. The urgency of this problem is three-fold: 1. There is at least half of the Chinese population lacking data literacy. 2. All so-called big data analysis is highly biased because database and intelligence only include people with data literacy. 3. Huge amount of capital has been deployed to solve social problems, but it’s ineffective due to lack of infrastructure in developing contexts.

**山寨城市的价值主张是,“通过建立数据读写能力和透明的信任经济来解决社会不平等”。为什么这是眼下迫不及待要解决的?**

通过网络平台上的开源信息,现代化和数字化似乎可以被用来解决不平等问题,这样人人都可以获得信息,作出更好的决策。在过去的五年中,为了利用数字化打乱传统模拟市场,让整个网络空间货币化,投机资本家把一切都带到了网上。由于互联网技术的可扩展性和资本市场的支持,这样的快速转变肯定给一群人带来了便利和价值,但同时也给服务水平不足的社区带来了一大障碍,因为他们还不擅长这些技术。在研究草根社区的同时,我发现了一种新的剥削形式。数据读写能力不足是一个问题,这类似于50年前人们文字读写能力不足的问题,而目前却造成了更多的贫困和社会不平等,仅仅是因为人们不知道如何下载一个应用程序。这个问题的紧迫性体现在三个层面:1.至少有一半的中国人缺乏数据读写能力;2. 所有所谓的大数据分析是高度偏颇的,因为它们在数据库和信息搜集方面,仅仅统计了具有数据读写能力的人群;3.庞大的资金已经被用于解决社会问题,但实际由于在发展大背景下的基础设施缺乏,这些资金投入是无效的。

**SC is based in the PRD, any specific reason why so?**

SC has offices in Hong Kong, Shenzhen and San Francisco. Impact measurement and impact strategy is

a very new concept in China. We wish to create a bridge to China, from San Francisco where is the origin of social capital, Hong Kong rich with sophisticated philanthropy and impact investing institutes with knowledge of mainland China, and Shenzhen, the most active city in social entrepreneurship in the country.

**山寨城市设立在珠三角地区,有何具体的原因吗?**

山寨城市在香港、深圳和旧金山都设有办事处。在中国,有关于影响力的评估和策略是一种很新的概念。我们希望建立一座通向中国的桥梁,旧金山是社会资本的发源地,香港有着成熟的慈善事业和重视影响力投资的机构,而且对于中国大陆非常了解,还有深圳,这个中国社会创业最活跃的城市。

**Impact Learning, the proprietary technology you have developed with SC, connects data science to social entrepreneurship, why would purpose-driven organizations of the kind you are addressing need such a tool?**

Impact measurement is not an extra piece of work for just monitoring and evaluation. Impact is a business strategy. Purpose-driven organizations or enterprises engaging with underserved communities need transparency, therefore they can develop more sensitive and effective investor-relationship or customer-relationship. There is a big shift in mentality and requirement from the capital side to our new market now, asking for both financial and impact visibility, by government, investor, and end-consumers. The entire economy model in China shifts from old capitalism to high capitalism.

However, the investment of creating data infrastructure for developing regions is very high, if a traditional technocratic mentality is applied. We develop tools and services to build data literacy in communities, solving the problem from the roots, for better quality data and better intelligence to maximize impact. Moreover, with our sensitive technology and implementation program, there will be more buy-in, more trust, and more synergy from the local communities for all developments.

**影响力云计算这项你与山寨城市一起开发的专利技术,将数据科学与社会创业相联结。为什么你说的这种目标导向型组织需要这样一种工具?**

影响力评估并非是用检测 and 评估的一件额外工作。影响力是一种商业战略。对于缺少服务的社区来说,目标导向型组织和企业需要透明度,这样它们才能建立更周到有效的投资者关系或客户关系。现在,从资本方面到我们的新市场,人们的心态和需求发生了很大的变化,政府、投资商和最终消费者都要求兼顾财务和影响力的可见性。中国的整个经济模式从旧的资本主义转变到高水平的资本主义。

不过,如果采用传统的技术思路,在开发区建立数据基础设施的投资是非常高的。我们开发工具和服务,以便在社区中形成数据读写能力,从根本上解决问题,并获得质量更好的数据和资讯,以最大限度地发挥影响力的作用。此外,我们拥有完备的技术和实施方案,会有更多的人购买并信任我们的产品,更多当地的社区也会在不同的发展方向上与我们进行合作。

**Can you give us an example of the cases Shanzhai City is currently working with?**

We are working with a rural hospitality brand, called Bivou, founded by a group of young entrepreneurs believing in community and social value. In the last 7 years, they accumulated a big group of customers via their hotel in Lijiang. We are helping them to create their next brand, Bivou-X, an idea of developing sustainable tourism and hospitality programs in the most socially and environmentally extreme context, in order to use tourism as a platform to solve a bigger problem. We work with Bivou for their impact strategy, developing impact data and metrics meaningful to their customers and investors, developing new business model with them for clients and fund raising. We aim to go beyond the one-way data survey model, but create strategy to co-create value among all stakeholders.

**能给我们介绍一个山寨城市目前参与的项目吗?**

我们正在与一个名为“秘屋酒店”的乡村酒店品牌合作,这个品牌由一群年轻的企业家建立,他们深信着社区和社会价值。在过去的7年中,他们通过丽江的旅馆积累了一大批顾客。我们正在帮助打造他们的下一个品牌秘屋-X,这是一个在社会和环境最极端的环境中开发可持续旅游和接待计划的想法,我们希望将旅游作为一个平台去解决更大的问题。我们与秘屋合作,为他们制定影响力策略,开发影响力数据和评估标准,这对他们的客户和投资者是有意义的。为了他们的客户和资金筹措,我们还会一起开发新的商业模式。我们的目标不是采用单向数据调查模式,而是要制定相应策略,和相关方共同去创造价值。





**Social innovation has become a bit of a buzzword peppering corporate discourse as much as governmental agendas trying to render citizens participation more equitable and open in urban management. What is your view on what is happening in China from this perspective?**

Social innovation is currently framed by venture capitalists simply as a process of creating new products and solving market pain points. However, we always need to understand the consequence of social innovation, instead of self-congratulating the innovation itself. What I would like to ask is rather about who is innovating? We have been hearing the few successful stories of silicon valley elites. However, the key to really solve the problem in China, in terms of poverty or social inequality, is to allow everyone, including the farmers or urban villagers, to innovate.

**社会创新已经成为一个热门词汇,并在企业间引起热议,而政府也正在试图通过社会创新让公民能够更加公平与开放地参与城市管理。从这一点来看,你对中国的现状有何看法?**

目前,社会创新被投资资本家简单地认为是一个创造新产品和解决市场痛点的过程。然而,我们需要理解社会创新的重要性,而非对于因为有了创新而自我庆贺。我更想提出的是,究竟是谁在创新?我们听过了一些硅谷精英们的成功故事。然而,就贫穷或社会不平等而言,想要真正解决中国问题的关键,是让包括农民、城中村居民在内的所有人都可以创新。

**What is the current landscape of social entrepreneurship in China?**

Social entrepreneurship in China is still at a very premature stage. There is a huge force in society concerned with social issues and there are a lot of people with good heart and wish to be helpful. There is indeed a lot of capital floating around wishing to create big impact, but the ecosystem is quite disconnected.

Social entrepreneurship is not just about the enterprise or the team of people wishing to do good. However, the current focus is mainly on the enterprise itself, impact measurement is mandatory and becomes irrelevant to operation, also the capital market is lacking expertise in converting social value to monetization strategies.

In this big context, the landscape is very monolithic in China. Only a few profitable social enterprises scale up because they cannot connect to traditional capital market and just a handful of foundations conservatively invest in small social enterprises, due to uncertain market positioning. But more interestingly, the space of poverty market and social service outsourcing is opening up, traditional corporations are handling social issues with conventional business strategies. More and more capital understands the next generation of economic growth will be at the emerging ends of market. Therefore, there are urgent needs of innovative business strategies (in term of impact strategy) and need of visibility (in terms of impact data) to lower investment risk.

**目前中国的社会创业现状是什么?**

在中国,社会创业仍处于非常早期的阶段。对于社会问题而言,我们的社会上存在着有一股巨大的力量,很多好心人都希望为他人

给予帮助。现在确实有很多资本在社会上流动,并且希望创造大的影响力,但社会的生态系统还处于比较脱节的状态。

社会创业不仅是与想做善事的企业或人群相关。不过,目前的重点还是集中在企业本身,强制性的影响力评估与运营并无关联,另外,资本市场在将社会价值转换到货币化战略方面也缺乏专业知识。

在这样大的背景下,中国的情况非常单一。只有少数盈利的社会企业会扩大规模,由于市场定位的不清晰,社会企业不能连接到传统的资本市场,同时只有少数基金会保守地对小型社会企业进行投资。但更加有趣的是,低收入人群市场和社会服务外包的空间正在开放,传统企业正在用传统的业务战略处理社会问题。越来越多的资本认为,下一代的经济增长将存在于新兴的市场。因此,我们迫切需要创新的商业策略(就影响力而言)和可见性(就影响力数据而言),从而降低投资风险。

**Do you think that working with social and cultural forms of resilience one could generate a universal model or methodology to address localized problems?**

We NEED a scalable solution to create resilience. Airbnb, Facebook and Uber are highly scalable, because there is a community with consistent data literacy behind it. With such platforms, people are able to innovate and develop their own agency, because with no doubt, the internet economy breaks down hegemony by empowering the smallest scale of individual agency.

I argue scalability, or in your words the issue of a universal model, comes back to data literacy, because it becomes the lowest hanging fruit for people to pick. We are just one step away from empowering slightly more people, if we are able to consider the underserved community, how they act, how they produce and how they live. We do not need to worry about localized issues once local farmers are empowered, because I believe in grassroots intelligence more than PhD's intelligence. I believe in know-how, more than knowledge.

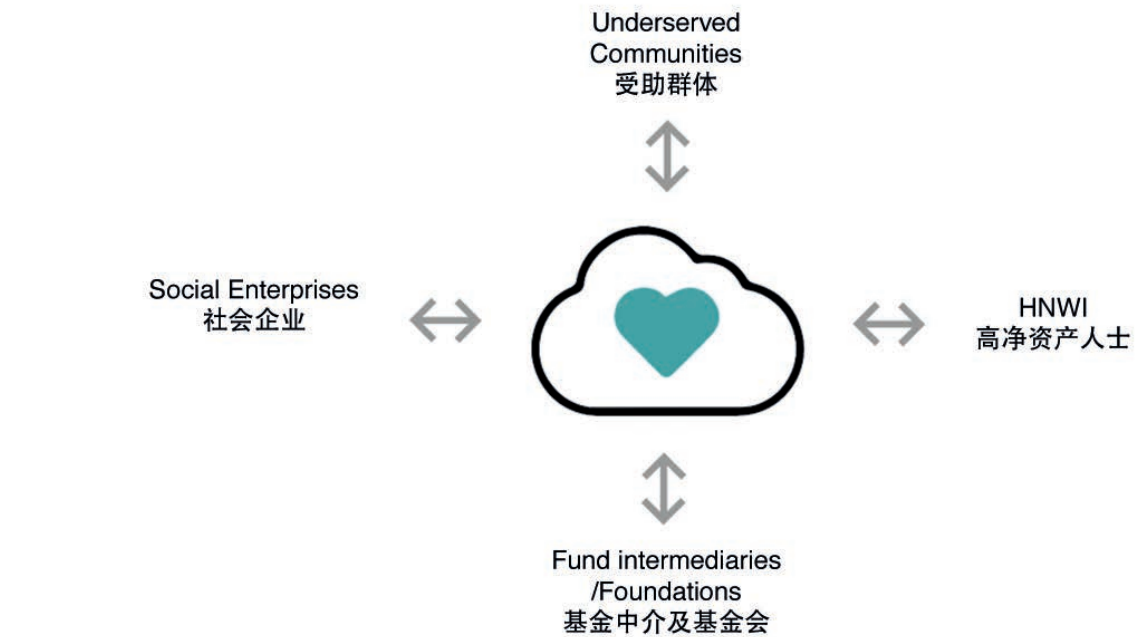
**你认为与拥有可适应性的社会和文化力量合作,可以创建一个用于解决本地化问题的通用模式或方法吗?**

我们需要一个可升级扩展的解决方案来创造可适应性力量的产生。Airbnb, Facebook和Uber可以很好地进行升级扩展,因为在它们的背后有着一个拥有持续数据读写能力的社区。有了这样的平台,人们就能够创新和发展自己的机构,因为毫无疑问,互联网经济可以让最小规模的单个机构的受益来打破霸权。

讲到升级扩展模式,或者用你的话来说是关于一个通用模式的问题,我认为需要回到数据读写能力,因为它是人们最能唾手可得的。如果我们能够考虑到服务欠缺的社区,想到他们是如何行动、如何进行生产,如何生活的话,我们距离让更多人获益的目标只是一步之遥。一旦当地农民获益,我们就不需要担心当地的问题,因为我相信草根智慧比博士的知识更重要。我更加相信专门技能,而不仅仅是知识。

**Can you mention a couple of best case practices/initiatives from around the world that you believe have productively addressed phenomena of resilience and work with local communities?**

Endless Computer from India is a model that I am very interested in developing in China. It provides very affordable computers to poverty market. I like the model because the technology development is for the leanest product. It very sensitively has created something affordable for poverty users and thus enabled opportunities around them. The end-to-end model,



end-beneficiaries paying the bill for end-beneficiaries, is something I encourage.

The second program is Kiva, a microfinance and crowdfunding platform for developing regions. The key for Kiva is that the repayment rate is more than 98 % (as I remember) which is impressive. It is the starting point for developing a trust economy. The goal is also creating resilience, not by just providing resources or skills, but building a trust economy infrastructure.

**是否能举出几个世界范围内您觉得比较好的案例,说明可适应性能力能够对于当地社区产生有效影响力?**

来自印度的Endless Computer是一个我希望引入中国进行发展的模式。它为低收入人群市场提供能够负担得起的电脑。我喜欢这个模式,因为技术开发是为了最精干的产品。它非常慎重地为贫困用户开发了一些可以负担得起的东西,从而使他们从周边获得更多机会。这种端到端、最终受益人为最终受益人买单的模式是我所支持的。

第二项计划是Kiva,这是有一个用于发展中地区的小额信贷和众筹平台。Kiva的关键在于回报率超过98 % (在我的印象里),这是非常令人刮目相看的。它是发展信用经济的起点。其目标还在于创造可适应性能力,建立信用经济基础设施,而不是仅仅提供资源或技能。

**What is your wish for the urban world of 2030?**

I wish the concept of “urban” will be further broken down. The consequences of the spatio-political duality between city and village, and the socio-economic duality between urban and rural, have caused further and inevitable inequality in the last 2 decades of China's development. Internet technology and machine are definitely not the saviours, but they are useful tools to augment intelligence for individuals with good wishes. I wish by 2030, the trust economy will be finally outreaching to the currently underserved classes and that development will be more inclusive.

**你对2030年城市世界的希望是什么?**

我希望“城市”的概念将进一步被打破。在中国过去20年的发展中,城乡之间的时空—政治双重性以及城乡之间的社会—经济双重性,导致进一步不可避免的不平等。互联网技术和机械肯定不是救世主,但它们是实用的工具,可以为有着美好愿景的人们带来更多智慧。我希望到2030年,信用经济最终将扩展到目前服务水平不足的社区,这样社会发展将更具包容性。



## —— Superpedestrian – the bike for smart people



“People are smart and can adapt to technology, but good technology should be smart enough to adapt to people,” says Assaf Biderman, the Danish founder and CEO of Superpedestrian. The company which launched its Human-Enhancing Technology in April 2017, is an MIT spinoff that started operations in 2013 developing the Copenhagen Wheel. This mobility system enclosed in a single wheel can be attached to any bike and in turn transform it into an enhanced urban vehicle. The technology that is now made available to anyone for purchase via the company’s website in a slick red and white disk (and also comes in a version with its own bike), integrates human pedalling to electronic propulsion, optimizing riders’ performances in response to the environment they cycle through. When braking, the Wheel captures energy and recharges the battery. Riders can choose how much boost they receive through ride modes available in the Wheel smartphone app: from super-fast Turbo to works-against-you Exercise. The phone is also used as a key to enable or disable a rider’s bike. The new Copenhagen Wheel also includes a self-diagnostic system that ensures safety and reliability.

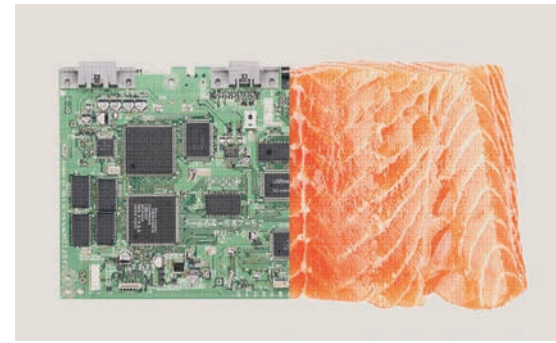
[www.superpedestrian.com](http://www.superpedestrian.com)

## —— Superpedestrian 聪明人选择的自行车

丹麦Superpedestrian的创始人兼首席执行官阿萨夫·比德曼说：“人很聪明，可以适应技术，但好的技术应该足够聪明以适应人。”这家在2017年4月推出人类增强技术的公司是麻省理工学院的一个分支，从2013年起就开始研发“哥本哈根车轮”。这个融合在单个轮毂中的移动系统可以连接到任何自行车上，将之转变成增强型的城市车辆。现在任何人都可以通过公司网站购买，是一个光滑的红白相间的轮毂（也有装配在公司自行设计的自行车上的版本）。这项技术将人力踏板与电子辅助技术结合，根据周边骑行环境让骑手表现更佳。当刹车时，车轮捕获能量并为电池充电。骑手可以通过“车轮”手机应用中提供的骑行模式选择可获得的提升量：从超速发动机到反作用力运动。手机还被作为开启或关闭自行车的钥匙。新的“哥本哈根车轮”还包含一个自我诊断系统，可以确保安全性和可靠性。

[www.superpedestrian.com](http://www.superpedestrian.com)

## —— Bits x Bites: New accelerator to shake-up China’s food system



Bits x Bites is a new accelerator venture capital fund in China. By investing across the value chain from seed to table, it seeks to foster an ecosystem of purpose-and-profit companies to create a more sustainable food future. It focuses to give food tech start-ups the capital, community and coaching needed to thrive and achieve rapid growth. “There is tremendous worldwide momentum to solve the pressing food system problems, from food security and safety to the environmental impact of food production. In this global mission that will take many different forms of solutions and collaboration, we believe food tech start-ups in China can play a big role and bring disruptive solutions,” said Matilda Ho, Bits x Bites founder who is a serial food entrepreneur and former business designer and consultant with IDEO and The Boston Consulting Group. Bits x Bites has identified four key investment areas: agriculture, food production, distribution and retail, as well as learning and sharing. It has engaged an expert community that lends deep industry access across the supply chain as well as business and domain expertise. Over its 120-day program, start-ups are coached towards product-market fit, using design thinking and lean start-up methodologies to build companies from zero to one.

[www.bitsxbites.com](http://www.bitsxbites.com)

## —— 首个食物领域加速器 + 创业投资机构

Bits x Bites开设了首个专注于食物科技的加速项目，面向致力于改善食物系统的创业团队。从种子到餐桌，Bits x Bites的投资领域覆盖整个食物价值链，希望在其中培养出一系列能够兼顾社会责任和商业愿景的公司，从而构建一个更加可持续的食物行业。

Bits x Bites的创始人Matilda Ho认为：“从食物安全到食物生产对环境的影响，致力于解决食物系统问题已经成为一个全球性趋势。在解决问题的过程中，将会诞生各种形式的解决方案以及合作。我们相信中国食物科技领域的创业团队将在其中扮演一个非常重要的角色，且会带来颠覆性的解决方案。”Matilda是一位食物领域的连

续创业者，曾在IDEO担任商业设计师、在BCG咨询担任咨询顾问。

Bits x Bites瞄准了四个重点领域：农业、生产、分销和零售，以及消费者教育与经验分享。加速器项目已经搭建了一个专家社群，涵盖了整个食物价值链中各个环节以及商业和其他领域。在120天的项目中，创业团队将会通过课程分享，学会如何做到产品与市场的匹配、以及如何使用设计思维和精益创业的方法创立公司。

[www.bitsxbites.com/zh](http://www.bitsxbites.com/zh)

## —— Google Sidewalklabs: rethinking cities from the internet up

“New technologies, led by ubiquitous connectivity, can help cities tackle their biggest challenges.” This is the claim of Sidewalk Labs, a Google spin-off company that aims at taking the conglomerate’s knowledge universe down to the real-world of districts and communities to test how truly digital and urban innovation can go hand in hand.

Started in 2015 Sidewalk is a smart city incubator program that aims at building district-sized pilots, sort of cities-within-cities, to tackle urgent urban issues ranging from commuting times, healthcare delivery and housing affordability by developing unprecedented technologically aided solutions, so with the aim of implementing real-life projects in a future archipelago of distributed hubs across different cities and regions. Urbanists and technologists at Sidewalk work under for sub-labs, focusing research and data mining around Build (exploring new approaches to the construction of cheaper and more flexible buildings), Care (on health challenges faced by low-income city residents), Manage (to deliver better tools and services and improve city efficiency) and Model (explore tools that help communities build consensus on affordability, sustainability, and transportation needs).

## —— 谷歌人行道实验室：从互联网角度出发，重新思考城市

“由无处不在的连接引领的新技术可以帮助城市应对最大的挑战。”这是谷歌旗下的人行道实验室的宣言，旨在将这个互联网巨头的知识领域融入城镇和社区的现实世界，尝试如何真正实现数字化和城市创新的同步发展。

2015年开始的人行道实验室是一项智能城市孵化器计划，旨在通过开发前所未有的技术辅助解决方案，建立类似城中城的区域规模的试点计划，以解决如通勤、医疗保健服务和住房负担能力等紧迫的城市问题，目的是在贯穿不同城市和地区分布中心的未来住群实施真实项目。实验室的城市规划专家和技术人员在子实验室工作，重点围绕建造（探索建造廉价且更灵活的建筑的新方法）、医疗（低收入城市居民面临的健康挑战）、管理（提供更好的设施和服务，提高城市效率）和模式（寻找有助于社区在可承受性、可持续性和交通需求上达成共识的方法）进行研究和数据挖掘。

该网站的博客里有各种专家和有关利益相关方的适时见解，涉及流动性、城市数据、社区服务、建筑和土地利用等各类议题。

2016年10月，公司宣布与全国性倡导组织“美国运输”（T4A）建立合作，帮助16个城市更好地在自驾汽车和乘车共享应用等创新方面做好准备，以及信息共享，以便发现有效方案，排除无效方案。2017年5月实验室公布将联合开发多伦多市中心的一块地。它是由联邦、省政府和市政府组成的组织“水滨多伦多”提出的建议，实际目的是要在从湖岸大道到水域一块占地12英亩的土地上形成“创造充满活力的、相互联系的、对气候改善有利的、有弹性的繁荣社区”W。这是实验室实现大型城市规划的首次尝试。

访问博客了解人行道实验室首席政策官 Rohit T. Aggarwala就第三届人类居住大会对未来技术城市的作用所发表的观点：[www.sidewalklabs.com/blog/habitat-iii-can-set-the-urban-tech-vision-for-years-to-come/](http://www.sidewalklabs.com/blog/habitat-iii-can-set-the-urban-tech-vision-for-years-to-come/).

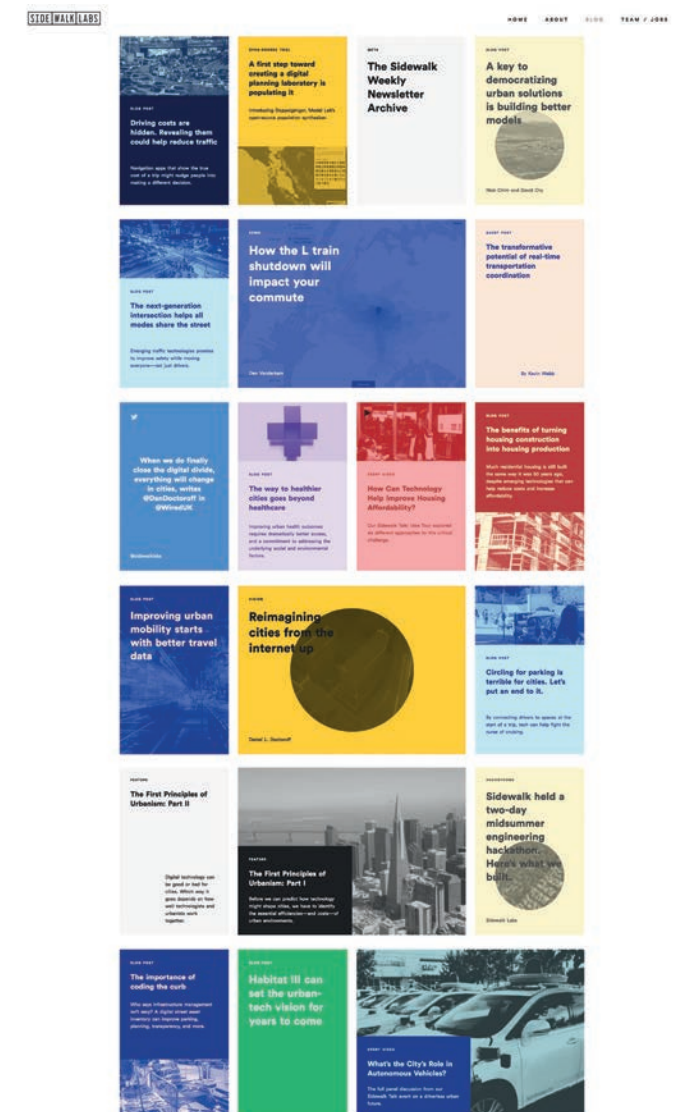
更多信息可见：[www.sidewalklabs.com/blog/](http://www.sidewalklabs.com/blog/)

The blog section of the website is rich in contributions by a variety of experts and engaged stakeholders providing timely insights around issues covering mobility, urban data, community services, building and land use, among others.

In October 2016 the company announced that it was joining forces with national advocacy group Transportation For America (T4A) to help 16 cities better prepare themselves for innovations like self-driving cars and ride-sharing apps, as well as share information with each other to find out what works and what doesn’t. In May 2017 the Labs applied to co-develop a piece of land in downtown Toronto. The call for proposal by Waterfront Toronto, an organization formed by the federal, provincial, and municipal governments, aims in fact to “create vibrant, connected, climate positive, resilient and prosperous communities” in a 12-acre plot of land that spans from Lake Shore Boulevard to the water. This could be the first attempt at implementing a large-scale urban program as the Labs has in its own goals.

See what Rohit T. Aggarwala, Sidewalk’s chief policy officer, had to say about the role of Habitat III conference for the future of tech cities at their blog [www.sidewalklabs.com/blog/habitat-iii-can-set-the-urban-tech-vision-for-years-to-come/](http://www.sidewalklabs.com/blog/habitat-iii-can-set-the-urban-tech-vision-for-years-to-come/).

Read more on : [www.sidewalklabs.com/blog](http://www.sidewalklabs.com/blog)





## Rebuilding Community – One stool at a time The Ishinomaki Laboratory

Ishinomaki is a small town on the northeast coast of Japan, with a population of 147,000 it was one of the hardest hit by the 2011 great Japan earthquake, a natural catastrophe that left it decimated, its infrastructure and local businesses swept away. The Ishinomaki Laboratory was a response to the wreckage brought about by the tsunami, an act of solidarity initiated by architect Keiji Ashizawa who had just completed a restaurant renovation a few months before the tragedy.

Inspired by an ethos of simplicity and social sentiment, the laboratory originally started as a workshop-led program helping local residents to rebuild their houses and shops with modest means, easily found materials and uncomplicated techniques. The activities quickly became conduit towards the rehabilitation of a sense of security, self-sufficiency and reciprocity among the community, thus motivating Ashizawa and a few local partners, including some restaurant owners, to turn the venture into a long-term project that would celebrate its DIY spirit as an inspirational methodology beyond the confines of Ishinomaki city.

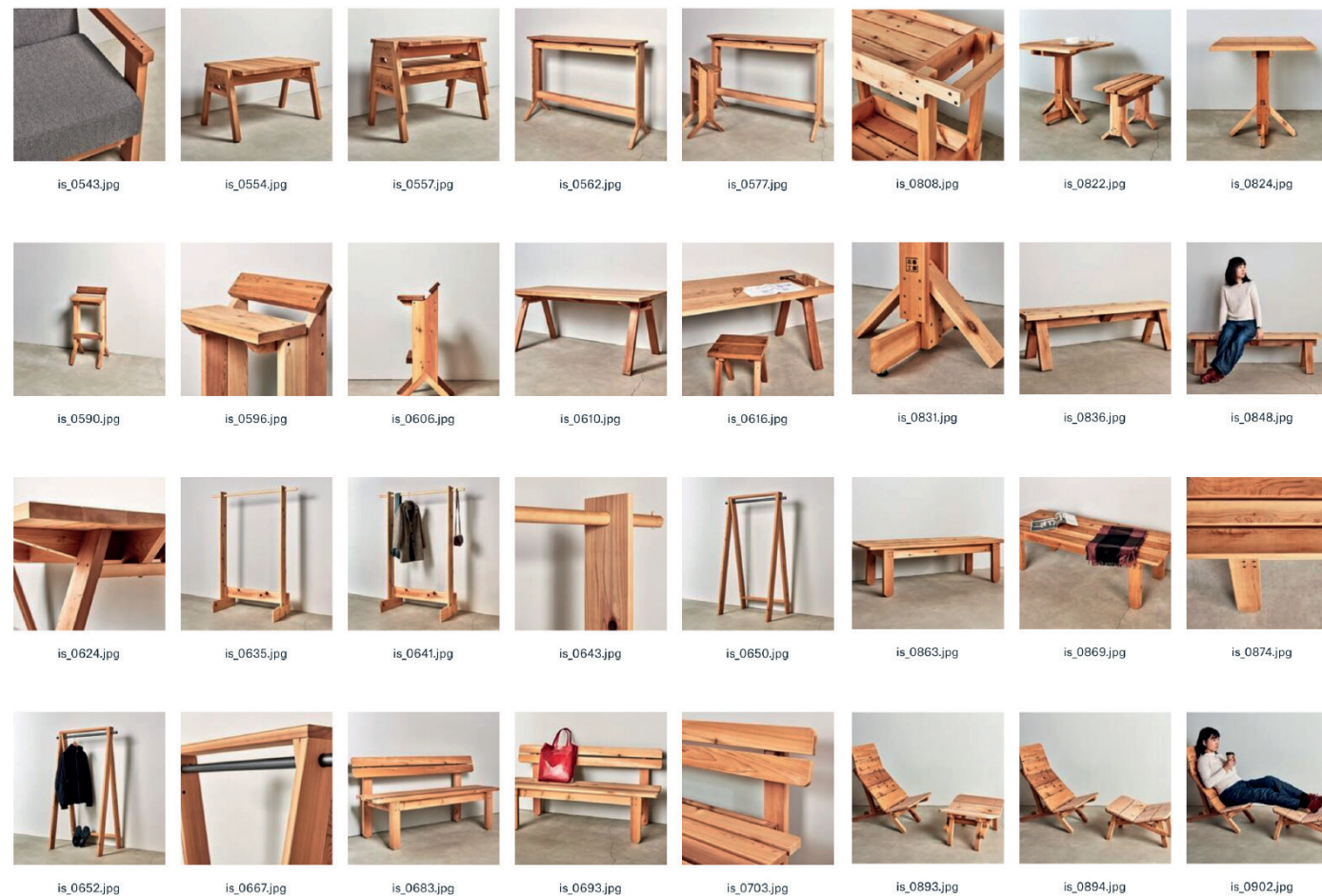
During the early stages, the Laboratory started creating also a few furniture pieces that could be easily created by locals to refurbish their spaces, a bench – used for an outdoor cinema, and a stool, which gave Ashizawa the idea to eventually establish the formal brand Ishinomaki Kobe. With the help of Herman Miller who is currently selling upscaled versions of the stool in its NY flagship store, and an initial substantial donation

by the Western Red Cedar Lumber Association in Japan, the Lab has turned itself into a successful commercial venture that keeps operating from Ishinomaki while helping to revive the ecology of small businesses that once were there. After more than five years, The Lab has eventually moved into larger facilities and continues producing according to its original minimalistic identity in both style and pricing. A café, showroom and shop have been added where products can be seen and tested while objects from bags and aprons to tableware created locally are also on sale.

Woodwork and lack of technical frivolity remain a mainstay of the brand, workshops for kids and adults keep being held regularly on site while international operations expanded. The Lab has to date held activities in similarly challenged cities in South East Asia like in Thailand and the Philippines, and collaborated with schools like the Tohoku University of Arts and Design for the realization of a DIY Kit Program which initiates young students to the art of DIY and woodwork for the creation of simple objects like birdhouses, stools and bookstands.

The catalogue of Ishinomaki Kobe now lists renown designers such as Torafu Architects and Tomoko Azumi who contributed early pieces, while others include Tomás Alonso, Fabien Cappello and Ayse Birsal. Often linked to the personal networks of its founders, the creators that collaborate with Ishinomaki Lab are called upon its founding mission, to keep the design relevant, durable and useful. The success of this approach had mobilized large numbers of young Japanese people to contribute to the cause – it is an ingenious model and an inspiring example for any business that places an interest in its larger social impact.

All images courtesy of Ishinomaki Laboratory.  
[www.ishinomaki-lab.org](http://www.ishinomaki-lab.org)



## 重建社区, 用心做好凳 石卷工房

石卷是日本东北沿海的一个小镇,人口为14.7万,是在2011年日本大地震中破坏最严重的城市之一,其基础设施和当地商业均在灾难中被抹平。石卷工房是对海啸后破坏的回应,由建筑师芦沢启治发起,他在灾难发生前几个月刚刚完成了一家餐厅的改造。

以简单性和社会参与为灵感来源,工房起初是工作坊导向型的项目,帮助当地居民用简易方式、易于找到的材料和简单的技能来重建房屋和商店。这些活动迅速发展成为恢复社区安全感、自给自足和互惠互利的渠道,激励了芦沢启治联合当地合作伙伴,包括一些餐馆老板,将该项目转变为一个长期项目,宣扬它超越石卷市励志方式的DIY精神。

工房在开创之初也设计了一些可以由当地人轻松制作、翻新家居空间的家具,比如一款长凳(用于户外电影院),还有一款坐凳,最终带给芦沢启治创立Ishinomaki Kobe品牌的想法。工房得到赫曼米勒的帮助(目前在其纽约旗舰店里销售这款坐凳的高端款),并在日本西部红杉木材协会的大力资助下,发展成为一个成功的商业企业,同时帮助石卷恢复曾经在那里的小企业的经营生态。五年多之后,工房已经搬进了更大的设施,并依照其原有的简约风格和定价标准继续生产。已



经增加了一间咖啡厅、一间展示厅和商店,在那里可以看到并测试产品,而当地制作的从袋子、围裙到餐具等产品也在销售。

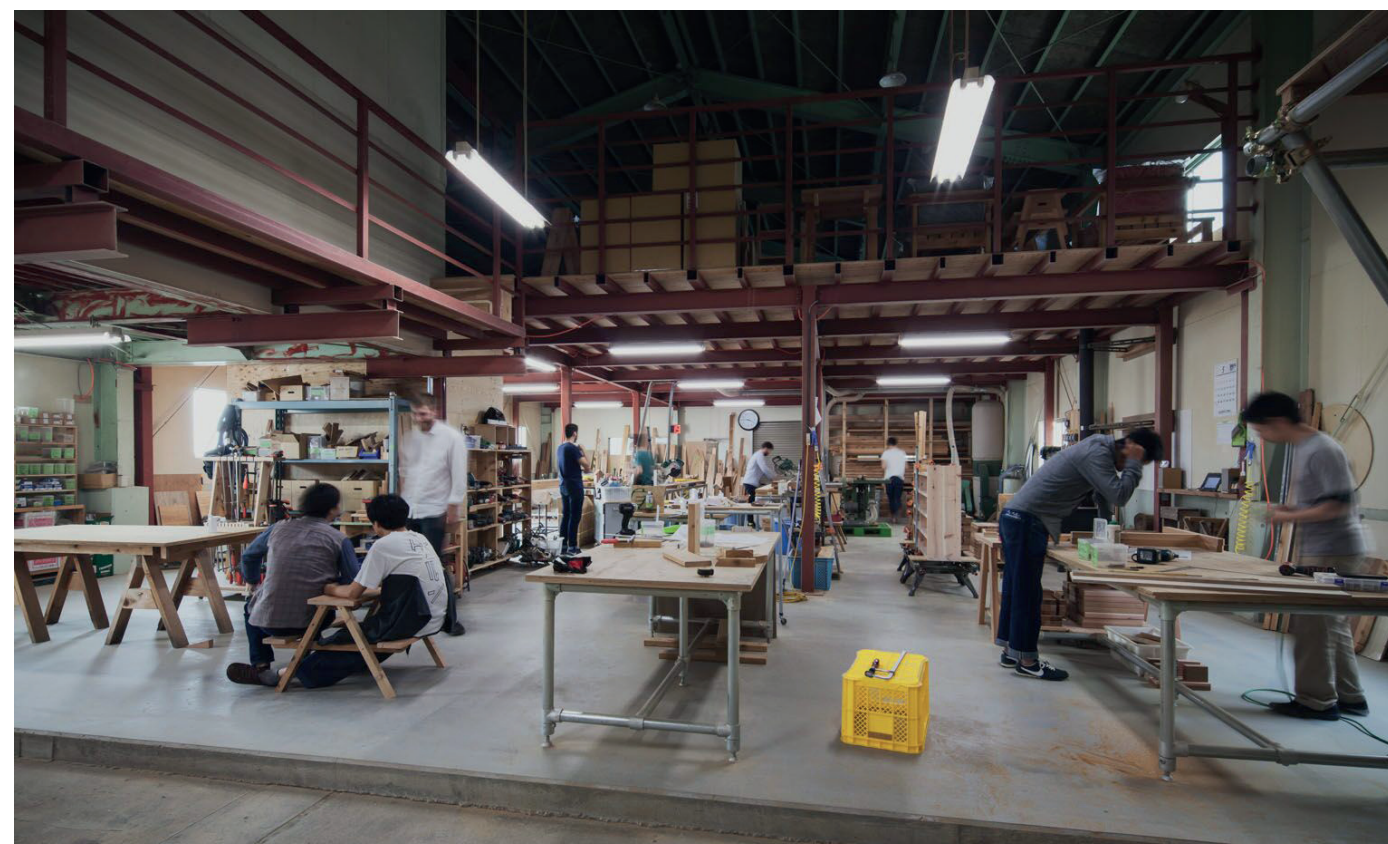
木制品和技术的易操作性仍然是品牌的卖点,在国际业务扩大的同时,工房依然定期举办现场儿童和成人讲习班。工房也在泰国和菲律宾等东南亚具有相似挑战性的城市举办活动,并与东北大学艺术与设计学院等学校合作,实现了DIY Kit计划,使青年学生获得艺术DIY和木工制作启蒙,制作如鸟舍、凳子和书柜等简单物件。

Ishinomaki Kobe的目录里包括一些提供早期作品的各设计师,如 Torafu Architects 和

Tomoko Azumi, 以及其他设计名家如Tomás Alonso、Fabien Cappello和Ayse Birsal。与石卷工房合作的创作者通常都与其创始人的个人网络相关联,应和工房的创立理念,设计都保持了其相关性、耐用性和实用性的特点。这种做法成功带动了大批年轻的日本人——对于任何一个致力于较大社会影响的企业来说,这无疑是一种有启发性的独创模式。

所有图片由石卷工房提供。

[www.ishinomaki-lab.org/](http://www.ishinomaki-lab.org/)





## Creativity, Transforming Our World 创意，变革我们的世界

International Center for Creativity and Sustainable  
Development under the Auspices of UNESCO (Category 2)  
联合国教科文组织国际创意与可持续发展中心

The resolution of *Transforming our world: the 2030 Agenda for Sustainable Development* was adopted by the General Assembly of UN on September 25 2015. This Agenda is a plan of action for people, planet and prosperity. It is integrated and indivisible and balances the three dimensions of sustainable development: the economic, social and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet.

UNESCO and UNDP released “*Creative Economy Report 2013 Special Edition: Widening Local Development Pathways*” in 2013. This report demonstrated that Creativity can be both an enabler and a driver for sustainable and inclusive growth, social cohesion, well-being, gender equality, environmental sustainability, and human-centered urbanization.

The International Center for Creativity and Sustainable Development (ICCS D) is designated as a Center under the auspices of UNESCO (category 2) in Beijing, People’s Republic of China by the General Conference of UNESCO at its 38th session in November 2015. In 2017, the People’s Government of Beijing Municipality signed the agreement with UNESCO. ICCSD becomes the world’s first UNESCO Category 2 center with the theme of “creativity and sustainable development”. With the support and guidance of UNESCO, the Center intends to build the world’s high-level international platform that aims at creativity and sustainable development, and includes the functions of research, training, cooperation, communication and demonstration etc. The Center shall become a first-class think-tank gathering talents throughout the world, building a global renowned “laboratory of thoughts” with a focus on creativity and innovation. It shall promote cultural exchanges and cooperation, disseminate and support Chinese enterprises, technology and culture.

2015年9月，联合国通过《2030年可持续发展议程》，是为人类、地球与繁荣制订的行动计划。目标将促使人们在今后15年内，在那些对人类和地球至关重要的领域中采取行动，兼顾了可持续发展的三个方面：经济、社会和环境。

2013年，联合国教科文组织等机构发布了《2013创意经济报告——拓展本土发展途径》，探讨通过强化与拓展文化和创意产业，实现包容的社会和经济发展。创意是可持续性与包容性增长、社会和谐与福祉、性别平等、环境可持续性，以及以人为本的城市化进程的实现者和推动者。

2015年11月，联合国教科文组织第38届大会通过在中国北京设立由该组织支持的“国际创意与可持续发展中心”的决定。经中国国务院批准，2017年北京市政府与联合国教科文组织签署协议。该中心为备案制事业单位，是全球首个以“创意与可持续发展”为主题的联合国教科文组织二类中心。其宗旨是在联合国教科文组织的支持下，以创意与可持续发展为主题，开展国内外研究、培训、交流、传播、示范基地建设等工作，汇聚全球科技人才及其创新团队，建成具有全球影响力的创意与创新“思想实验室”、成为文明交流互鉴合作的推动者以及中国企业、科技、文化走向世界的传播者。



On September 26, 2017, Creativity 2030 Summit was successfully held in Beijing, China. Representatives were from 17 cities in more than 10 countries, including the United States, Israel, Finland, Brazil, Canada and Australia. They attended the summit and presented their thoughts and practical experience on how creativity can promote sustainable urban development.

2017年9月26日，创意2030高峰论坛成功举办，来自美国、以色列、芬兰、巴西、加拿大和澳大利亚等等10余个国家的17个城市的政府、企业和高校代表参会并发表各自对创意如何推动城市可持续发展的思考和实践经验。

Leader in Creativity Research  
Driver of International Cooperation  
Practioner of Pilot Projects  
Disseminator of Creativity and Sustainable Development

全球创新创意引领者  
中国企业、科技、文化走向国际推送者  
文明交流互鉴合作推动者  
创意与可持续发展示范先行者



**联合国教科文组织**  
United Nations Educational, Scientific and Cultural Organization

**中华人民共和国北京市政府**  
The People's Government of Beijing Municipality of People's Republic of China

**理事会**  
Governing Board



United Nations Educational, Scientific and Cultural Organization  
联合国教科文组织



International Center for Creativity and Sustainable Development  
国际创意与可持续发展中心

**咨询委员会**  
Advisory Committee

在联合国教科文组织指导下，创意中心设置理事会，实行理事会领导下的中心主任负责制。

创意中心理事会由教科文组织、政府和机构代表组成，负责领导和监督。

The Center shall be guided and overseen by a Governing Board renewed periodically. UNESCO will provide assistance to the Center in accordance with its strategic goals and objectives.

The Governing Board will include representatives from UNESCO, relevant government ministries and agencies in China and member states of UNESCO.

由国际行业领袖组成的咨询委员会为创意中心的学术和战略咨询机构，为理事会于中心主任的决策提供理论支持。咨询委员会委员来源于科技、经济、国际关系、社会科学、教育等领域的知名专家学者、国际知名文化创意机构负责人，以及国内外创新企业领袖。

An international Advisory Committee will provide professional consultancy to the center, which will be composed of famous experts and industry leaders from culture, S&T, economy, education, sociology and international relations etc.

**研究**  
Research

组织和协调国际智力资源开展跨学科、跨领域、跨地区研究，建设国际创意人才资源库，发布前沿趋势研究成果

To carry out interdisciplinary researches, analyses and reports regarding creative economy, cultural and creative industries and creative cities related to sustainable development, which can contribute to national and local decision-makers worldwide.

**信息**  
Information

建立国际交流共享机制，形成面向全球开放和领先的创意数据库，构建全球信息传播网络

To develop communication platforms (publications, website and social media, etc) in order to promote creativity, cultural and creative expressions and sustainable development.

**培训**  
Capacity Building

在中国、区域和全球层面开展多层次多形式的教育和培训，构建线上线下教育和培训体系，开展能力建设活动。为培训和教育对象提供高质量教育资源，分享实用模型，针对发展中国家的青年、妇女和小微企业开展教育、基础设施发展、创业技能培训

To carry out education and training in different ways such as online and practical training courses for entrepreneurship, small and micro enterprises, etc, and to provide assistance to improve working skills particularly for women and youth in developing countries.

**示范**  
Demonstration

在指定城市或领域，将研究付诸实践，建设试点，操作示范项目（包括研究、政策开发和能力建设），总结凝练成功经验和案例，进行推广、普及和宣传

To undertake pilot operational projects such as capacity-building, policy development, etc., in order to put research findings into practice.

**合作**  
Cooperation

寻求文化和可持续发展、创意产业、创意城市网络间的合作模式，组建全球创意合作网络，组织高规格国际和区域论坛和会议，组织促进北南与南南合作的国际交流活动

To seek cooperation among culture and sustainable development, creative industry and creative city network, and to set up global creative cooperation network.

**The First Advisory Committee of ICCSD**

The first Advisory Committee of the Center was established on April 2019. The committee includes about 30 members from 14 countries who come from international organizations, research institutes, social organizations and private companies. They are experts in creative economy, urban development, industrial planning, artificial intelligence, network technology, sustainable development, communication, etc.

**创意中心第一届咨询委员会**

创意中心第一届咨询委员会于2019年4月成立，囊括了来自14个国家的近30位委员，分别任职于国际机构、研究机构、社会组织、私营企业等不同的部门，研究和实践跨越了创意经济、城市发展、产业规划、人工智能、网络科技、可持续发展、传播等多个领域。

**President of the Advisory Committee**  
咨询委员会主席



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前联合国教科文组织  
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# Cities of the Avant-Garde

By WAI Architecture Think Tank

A thousand islands float  
Where uncommon thoughts coexist.  
They hover on the place where they should have collapsed long ago,  
Because the avant-garde although dead, could never die.  
Impossible fantasies built at unbearable speeds  
Vanish from where the sight can reach.  
Stopped by the collective mediocrity of a reality that's too real,  
That cuts short the fuel of dreams.  
A vast archipelago awaits,  
Far from the common horizons and where the light casts shadows.  
It was pronounced dead,  
But although no heart beat, the avant-garde still could never die.  
Towers crawl to the sky,  
Like lost verses of dead poets, or the smoke of burned canvases of dead artists.  
Modernity melts into air,  
And pours back as rain decades later just to be again evaporated.  
A redundant struggle endures,  
About singular dreams of collectivity that although never lived, are declared dead.  
The avant-garde was, is and will be dead.  
The avant-garde can never die.

## 先锋城市

一千座海岛漂浮  
在奇思妙想共存之处。  
本应坍塌许久，却流连徘徊于此，  
只因先锋虽逝，却永不消亡。  
奇异幻想以惊人速度造就，  
消失于视线终点。  
受阻于太真切的庸常集体，  
失去了梦想燃料。  
辽阔的群岛正在等待，  
在遥远的地平线之外，在光线投射的阴影之外。  
宣告死亡，但，  
哪怕心脏停止跳动，先锋永不消亡。  
高塔伸向天空，  
如死去诗人遗落的诗句，如死去画家帆布化为烟尘。  
现代性溶入空气，  
数十载后如大雨倾盆，又将蒸发。  
艰苦奋斗依旧，  
集体的奇异梦想，从未活过，却宣告已死。  
先锋已死，先锋将死，必有一死  
但先锋永不消亡。

WAI建筑智库 作



Creativity 创意  
**2030**

可持续城市与社区  
**Sustainable Cities  
and Communities**



United Nations  
Educational, Scientific and  
Cultural Organization  
联合国教科文组织



International Center  
for Creativity and  
Sustainable Development  
国际创意与可持续发展中心

