

如何优化
钟表基地？

How to optimize
the Watch park?

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概要

钟表基地占地面积1.5 km²，是以钟表生产为主的产业园。该产业园在原有工业厂房和宿舍基础之上改建而成，属光明三大产业园之一以及深圳九大产业聚集地之一。产业园根据2009年出台的土地使用规划，通过将空地转让给不同的钟表企业进行再次开发。但是，过去数年来，由于种种原因，钟表基地的再开发进度不尽人意。首先，钟表基地的发展缺乏有力的项目管理和协调一致的开发策略；其次，目前的土地权属与整体规划不匹配，导致后续发展滞缓。此外，不同部门之间缺乏协调，无法将不同的规划和流程整合落实，致使发展速度受限。与此同时，钟表基地所处环境相对孤立，在规划时未考虑其与周边地区之间的联系。这也导致进驻企业无法为外界所知，缺乏基地应有的识别度，而进驻企业对外交通不便，也不具备吸引更多投资和员工的基础条件。我们在短时间内就已经从所有利

益相关方了解主要的问题所在，并提出相应的包括调整现有巴士路线、邀请平面设计师提供整体标识的设计等一系列不太复杂但亟待实施的解决措施。但是，更重要的是，钟表基地需要制定整合性强、系统的开发策略，考虑可行及制约条件来甄选园区项目的优先性，并实现基地更多元性的发展，以及提升整体城市质量。

HOW TO OPTIMIZE THE WATCH PARK?

WORKSHOP JUNE 8–12, 2015

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SUMMARY

The Watch Park is a site of 1.5 km² for manufacturing watches. It is one of the three industrial parks in Guangming and one of the nine industrial parks in Shenzhen imposed on the existing fabric of dilapidated factories and dormitories. Redevelopment takes place by selling off the empty plots to different watch companies, following the approved land use plan of 2009. However, the redevelopment process severely slowed down in the last couple of years because of several reasons. In the first place a solid project management and a coherent strategy for the development of the Watch Park were lacking. Secondly the current land use didn't match the master plan, which led to a delay in further developments. Furthermore, a lack of coordination between different departments in integrating different plans and procedures didn't speed up the development either. Besides, connecting the Watch Park to its surroundings instead of perceiving the area as an island was not taken into account. It led to companies complaining about a lack of visibility, identity,

accessibility and basic amenities needed to attract further investments and a work force. Quickly we learned from all stakeholders about their major frustrations and problems. Some of these problems required immediate and simple solutions like adjusting existing bus routes and hiring a graphic designer to provide overall signage. However, more importantly, the project needed an overarching strategy to achieve the following: prioritize the development of certain areas above others taking feasibility and constraints into consideration; achieve more diversity in building program; and improve overall urban quality.

何为钟表基地？

What is the Watch Park?

钟表基地占地面积1.5 km²，是以钟表生产为主的产业园。该产业园在原有破旧的厂房和宿舍基础之上改建而成，属光明三大产业园之一以及深圳九大产业聚集地之一。产业园根据2009年出台的土地使用规划，通过将空地转让给不同的钟表企业进行再次开发。

The Watch Park is a site of 1.5 km² for manufacturing watches. It is one of the three industrial parks in Guangming and one of the nine industrial parks in Shenzhen imposed on the existing fabric of dilapidated factories and dormitories. Redevelopment takes place by selling off the empty plots to different watch companies, following the approved land use plan of 2009.



摄影 Photo: Lard Buurman

钟表基地的开发难题为何？

What is the problem in its development?

首先，钟表基地的发展缺乏有力的项目管理和协调一致的开发策略；其次，目前的土地使用规划与整体规划不匹配，导致后续发展滞缓。此外，不同部门之间缺乏协调，无法将不同的规划和流程整合落实，致使发展速度受限。与此同时，钟表基地所处环境相对孤立，在规划时未考虑其与周边地区之间的联系。这也导致进驻企业无法为外界所知，缺乏基地应有的识别度，而进驻企业对外交通不便，也不具备吸引更多投资和员工的基础条件。我们在短时间内就已经从所有利益相关方了解主要的问题所在，并提出相应的包括调整现有巴士路线、邀请平面设计师提供整体标识的设计等一系列不太复杂但亟待实施的解决措施。

The redevelopment process severely slowed down in the last couple of years because of several reasons. In the first place a solid project management and a coherent strategy for the development of the Watch Park were lacking. Secondly the current land use plan didn't match the master plan, which led to a delay in further developments. Moreover, a lack of coordination between different departments in integrating different plans and procedures didn't speed up the development either. Besides, connecting the Watch Park to its surroundings was not taken into account. It led to companies complaining about a lack of visibility, identity, accessibility and basic amenities in order to attract further investments and a suitable work force. Quickly we learned from all stakeholders about their major frustrations and problems. Some of these problems required immediate and simple solutions like adjusting existing bus routes and hiring a graphic designer to provide overall signage.

2009年土地利用规划图
Land use plan approved in 2009



- ★ 地标建筑 100米高 Landmark 100m
- ★ 地标建筑 150米高 Landmark 150m
- 公交站 Bus terminal
- 小学 Primary school
- 写字楼 Office
- 商业 Retail
- 住宅 Residential
- 工业 Industry
- 绿地 Green space
- 湖 / 水体 Lake / Basin

如何打造可持续、竞争力高和更具吸引力的钟表基地？

How to create a sustainable, competitive and attractive Watch Park?

实现钟表基地可持续发展、提高其竞争力和吸引力，可分解为8个方面的价值。每一项价值都可进一步分解为实际的行动指南，来引导后续的发展方向。每一项价值都与主要利益相关方（企业、居民和政府）存在或多或少的关系：如何才能让钟表基地融入当地区域？钟表基地内部特定区域应该如何发展？如何完善钟表基地整体的交通可及性？而基地内部的每一栋楼宇又应如何开发？

八大价值：

识别度 / 代表性 / 独特性 / 连接性 /

可及性 / 社区性 / 低冲击 / 战略性

The ambition of creating a sustainable, competitive and attractive Watch Park has been translated into eight different values, and each value into several practical guidelines to steer the future development. Each value was related to the major stakeholders (companies, population and government) and different scale levels: how is the Watch Park embedded in the region, what happens on specific locations in the Watch Park, how to improve the overall connections within the park itself and what happens on the level of the building?

Eight values:

Visibility / Representation / Unique / Networked /

Connected / Community / Low impact / Strategic

core value	stakeholder	embedded	place	network	building
visibility	companies		showcase	signals	name
representational	companies			adresses	open to main streets
unique	companies and people		mountain and lake water square	water network	time and water
networked	companies		3rd places	active plinth	
connected	companies and people	buslines water and green		pedestrian and biking axes logistic guidelines	
community	people		mixed use meeting places schools, shops	pedestrian and bike connections community center	human scale
low impact	government	connection watersystem		watersystem	
strategic	government		3 key developments	complete in phases flexibility	

指导原则	相关利益	区域连接性	地块	网络	建筑
可辨识度	企业		地标	指示标识	标识
代表性	企业			具辨识性的地址	对街道开发
独特性	企业及员工		山水一体 水景公园	水系网络	时间与水
网络性	企业		交流副中心	有活力的底商	
连接性	企业及员工	公交线路 水系及景观		慢行系统轴线 物流及人流组织	
社区性	员工		混合功能 交流副中心 学校、商店	行人及自行车的连接 社区中心	人文尺度
低影响性	政府	连接水系统		水系统	
战略时序性	政府		3个重要节点	按战略时序开发 结合灵活开发	

促进钟表基地的整体策略为何？

What was the overall strategy to improve the Watch Park?

钟表基地需要制定整合性强、系统的开发策略，考虑可行及制约条件来甄定园区项目的优先性，并实现基地更多元性的发展，以及提升整体城市质量。

为此，钟表基地的开发应以三个节点为主，并以一条绿色的慢行线串联到一起。每一个节点都具备其特征，并实现多用途功能，根据其大小比例实现适应的多样化发展。此外，所有三个节点的发展都需取得成功。

节点1：山和湖。相互连接的自然景观，打造诗意的自然体验，并落成两栋标志性建筑——钟表协会所在的公共建筑（高度适宜即可），以及一栋高层建筑。

节点2：商务中心。包括住宅、融合性户外空间、水主题广场。

节点3：住宅区。高架沿线落成大量高层住宅及商务建筑。

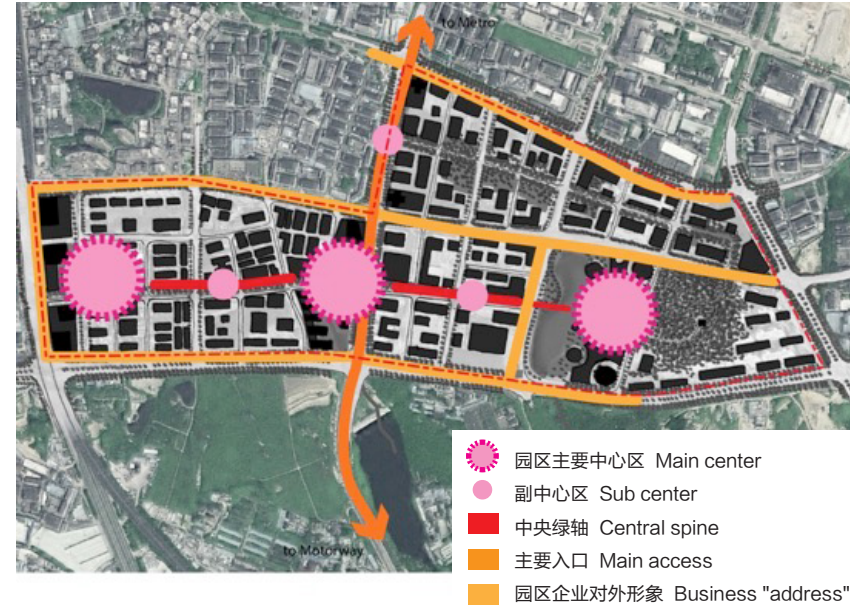
The project needed an overarching strategy to achieve the following: prioritize the development of certain areas above others taking feasibility and constraints into consideration; achieve more diversity in building program; and improve overall urban quality.

Special attention was therefore given to the development of three nodes. They were connected through a green and slow-movement spine. Every node had its own specific character, but each node contained mixed-use functions and provided a great diversity in scale. Furthermore, all three nodes should be developed successively.

Node 1: Mountain and lake: a connected, natural and poetic experience with two iconic buildings: one public building for the Watch Association, which is modest in size, and one high-rise building.

Node 2: Commercial center including housing with intimate outdoor spaces and a water square.

Node 3: Housing combined with business in substantial high-rise along the highway.

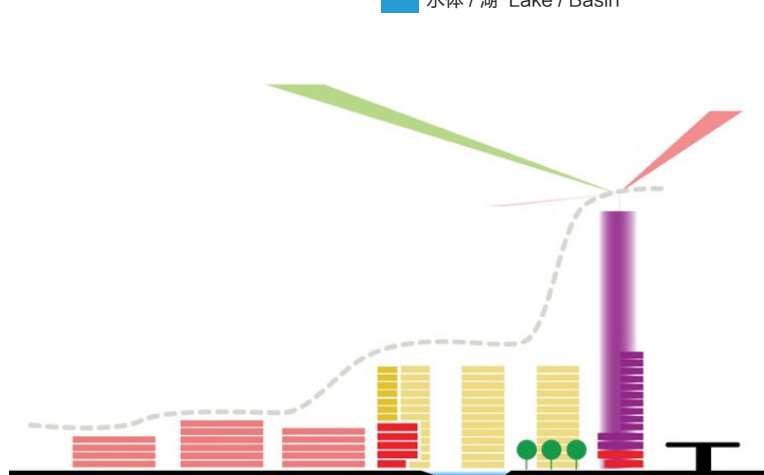
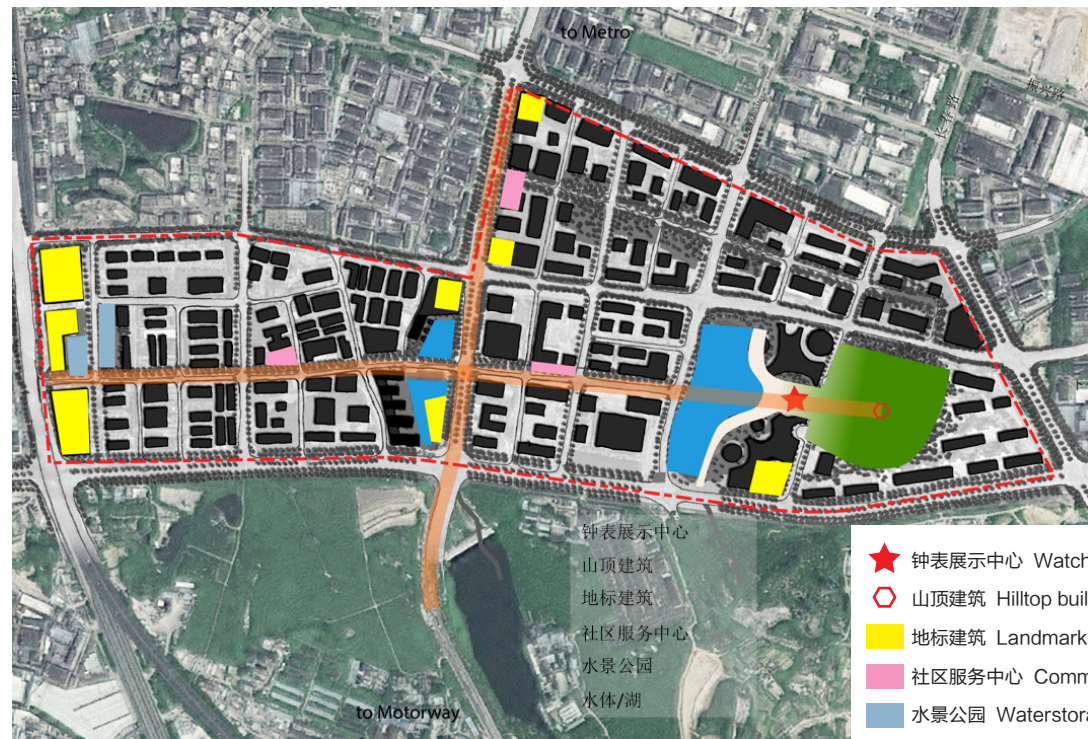


如何改善钟表基地的识别度？

How to improve the visibility of the companies and the Watch Park itself?

钟表基地需要一个概念让其脱颖而出。短期而言，可在基地的主轴线以及不同的建筑周边统一设计并落实指示标识，包括大楼上的企业名称。钟表协会对于整个基地发展定调和门面而言也十分重要。因此，钟表协会所在的建筑不需要很宏伟，但是要能够体现创新、设计和科技方面的优势。在钟表基地入口处以及重要的节点区域需要落成8座标志性建筑，来吸引人们的眼球。建筑物外观选择为圆形，一是体现时钟的主题，二是可以更好地展现不同建筑物之间的协调与统一。

The Watch Park needed an outstanding concept. A short-term solution suggested by the team was to implement overall signage along the axes and at the individual buildings, including the company-names on the buildings. A showcase building like the Watch Association could also play an important role in defining the area. This building should be modest in scale, but could showcase innovation, design and technological pride in its architecture. At least eight iconic buildings were proposed on strategic locations in the Watch Park at entrance points and important nodes to function as eye catchers. By choosing a similar round shape as a subtle reference to the watch theme, unity between these buildings should be easily established.



建筑群之间体现高高差的过渡
A clear overview of the differences in height of the different building blocks

八幢地标建筑，位于战略入口及节点位置，以提高园区的可辨识度及提升整体品牌效应。

Eight iconic buildings are strategically located in the Watch Park at entrance points and important nodes, and will function as eye catchers.



如何为员工和企业打造充满活力的街区？

How to create a lively neighborhood for both employees and businesses?

在钟表基地引入非正式聚会场所（如餐厅）、专业会议场地以及小型休闲公园十分重要。而这些场所和公园都需要和公共空间相连接。为此，这些场地都应该坐落在行人通行干线和开放空间的周围。同时，需要配备至少40米长的绿色主轴，作为非正式的休闲干线。而钟表协会则作为专业技术平台和专业交流聚会场所。

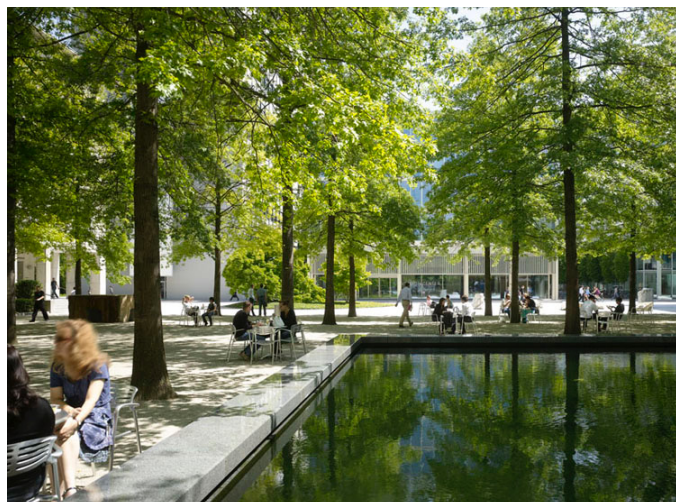
It is important to introduce informal meeting places like restaurants, professional meeting places and recreational pocket parks, which are all connected to public space. These meeting places should be introduced on the pedestrian axes and in an open plinth. A green axis with a minimum of 40 meters should function as an informal and recreational spine, while the building for the Watch Association operates like a technological platform and place to meet.



城市绿廊连接三个开发节点，
并形成街景式的户外空间

Urban street connecting the three nodes
and going through the commercial center

小型街头公园
Pocket park along the urban street



城市绿廊作为商务休闲会面场所
Meeting place for business
along the urban street



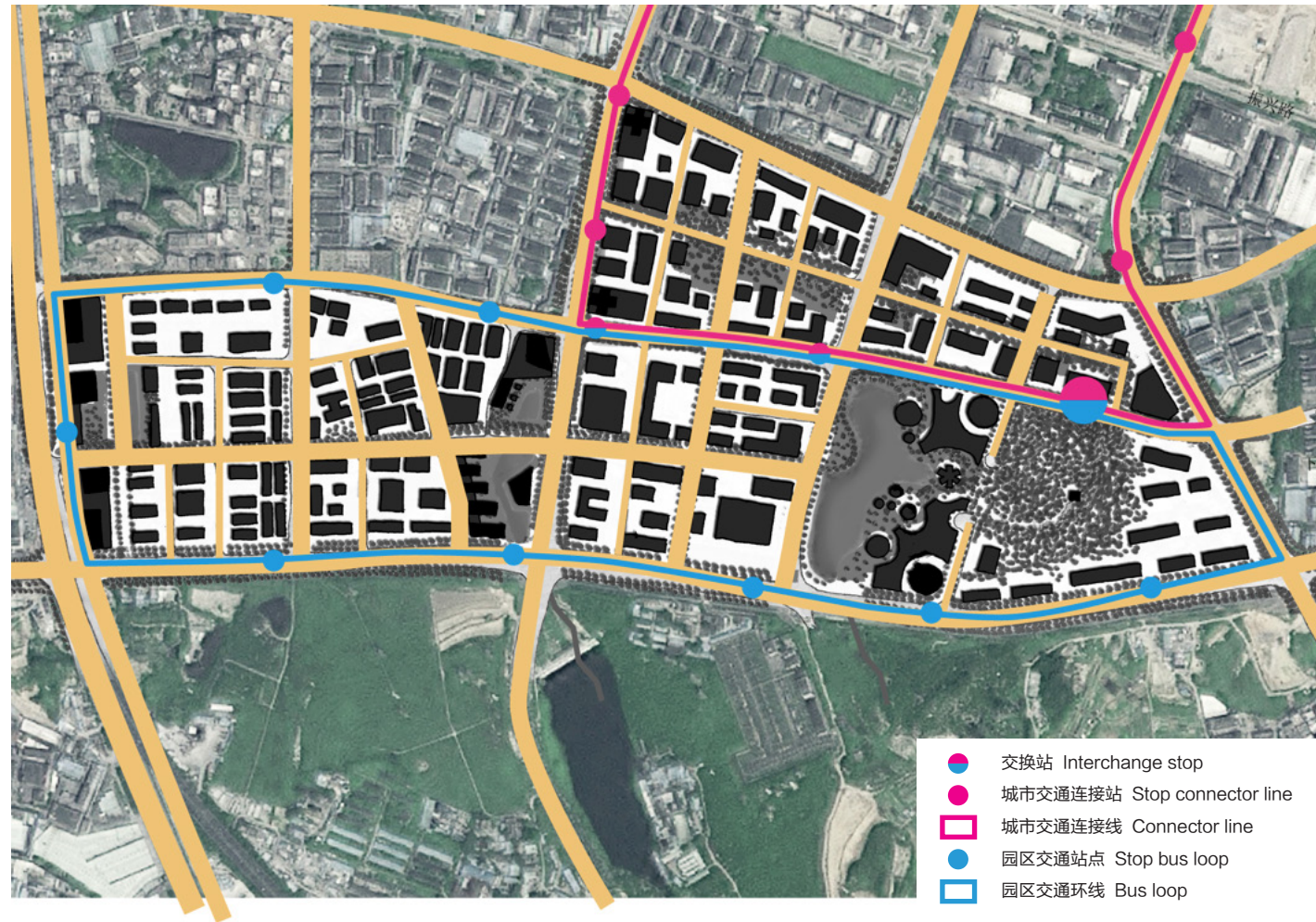
如何完善钟表基地内部
与外部的可及性？

How to improve connections
within the industrial park
itself and with the region?

建议公交线路
Proposed bus routes
and bus stops

对于钟表基地而言，通过公共交通与深圳市中心以及光明新城相连相通，改善现有交通状况，减少通勤时间至关重要。公交线路和站点应设置在基地内部的主轴沿线，同时减少基地内部主轴沿线的物流以及停车设施。设立人行道和自行车道体系，与其余干线交通模式相连接，并同时配备遮阴设施和城市绿化。基地内部的水系应连通外部水系。

It is important to ensure better connections through public transport from and to the Shenzhen center and within Guangming New Town to reduce travel time. Bus lines and bus stops should be located on the main axes within the Watch Park, while logistics and parking should be reduced along these lines. A pedestrian and biking system should be well connected, shaded and green. The water should be related to the greater water system.



如何为居民打造充满活力和吸引力的街道？

How to create a lively and attractive neighborhood for residents?

商业中心，具聚集人气、
亲密性的室外空间，
重要景观为水景公园

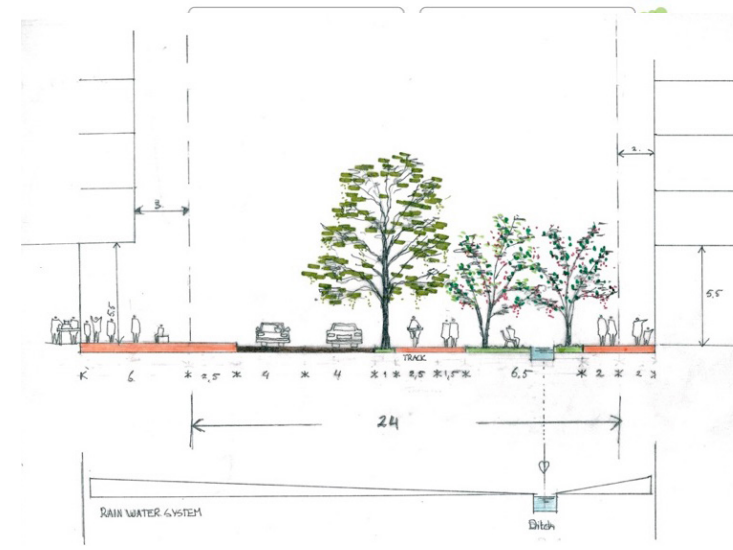
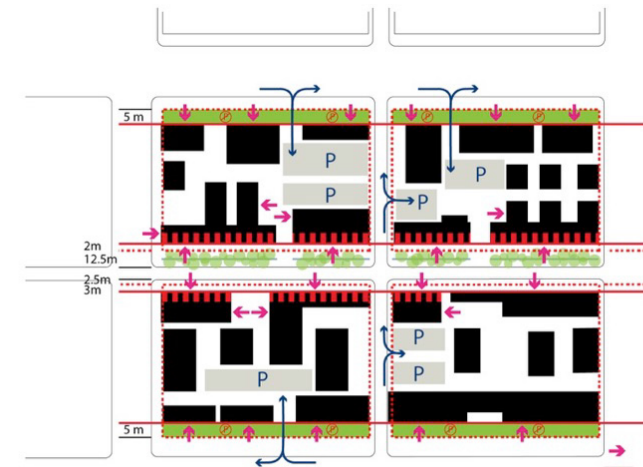
Commercial center including housing
with intimate outdoor spaces and a
water square



在钟表基地内部打造三个以住宅为核心的多功能区域也十分重要。所有人行道和自行车道都应打通，且公共聚会场所（如小型公园）应沿这些步道车道而建。建筑的规模应多样化：高低错落，相得益彰。同时，应设立小学，并与钟表基地通过交通相连接。沿人行道，还需建成日常购物配套设施。

It is important to create three mixed-use areas in which housing is predominant. All pedestrian and bike axes are connected, while meeting places like pocket parks are placed along these axes. The scale of the buildings should be diverse: high-rise should be combined with low-rise. A primary school that is well connected should be added to the existing program and daily-shopping facilities should be positioned along the pedestrian axes.

城市绿廊道路剖面
Profile of an urban street



市民公园
Meeting place

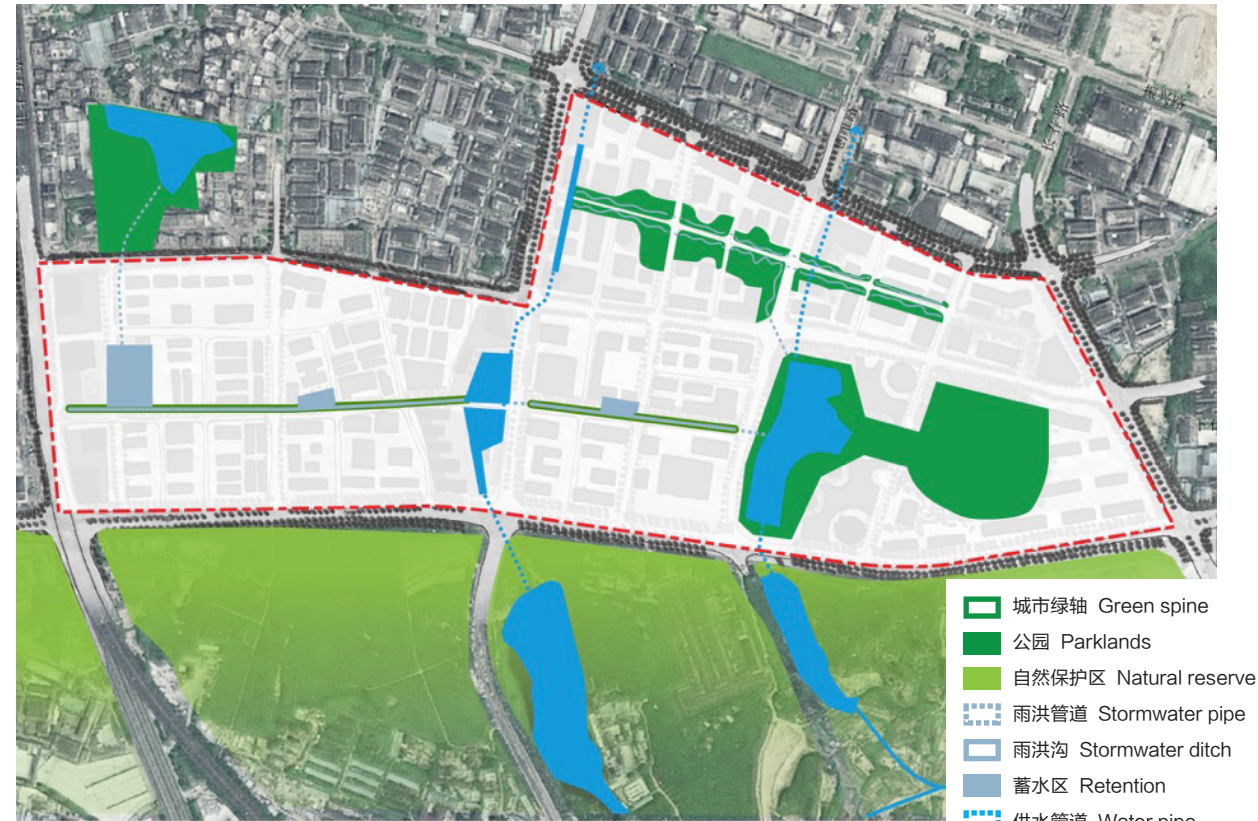


为何水对于钟表基地
再开发而言至关重要？

Why is water so important
for the redevelopment of the
Watch Park?

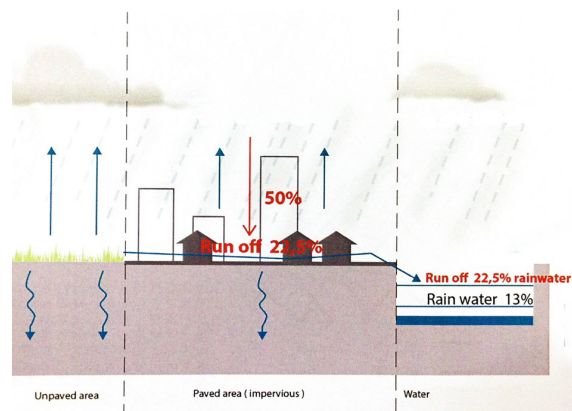
完整具连接性及功能性的园区水系统, 并与区域水系统相连接

Proposed water system, which is connected to the existing water system in the neighboring areas

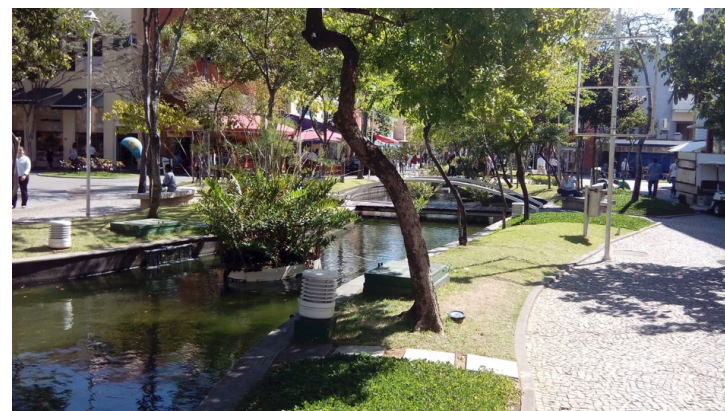


在钟表基地后续开发过程中, 水应该作为一个主导要素, 为钟表基地营造独有的特性: 水的元素将得到进一步挖掘, 并作为钟表基地的显性特征, 且与钟表基地所处区域的水系相连接。如此, 一方面可满足低碳发展的要求, 同时又能够为钟表基地打造独特的风格。

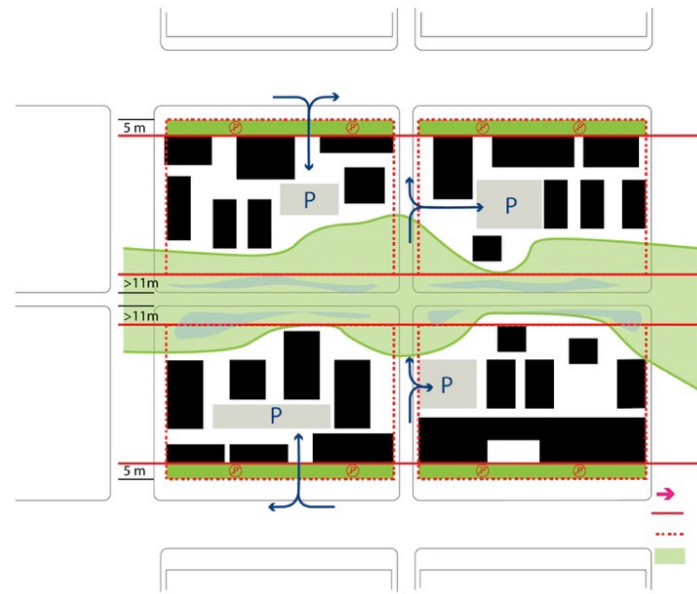
Water should become a guiding principle for further development and will consequently become an important feature: water will be made visible again and will be connected to the water system in the region. It will therefore meet the low-carbon ambitions for the area, but will also provide a unique character to the Watch Park.



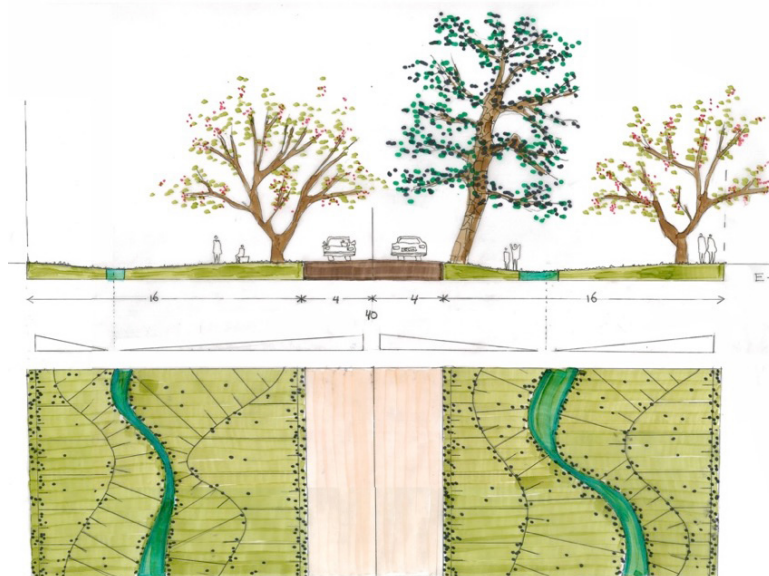
雨水存蓄系统的设计原则
Schematic overview of how to collect rainwater



水景及景观的关系
Relationship water and green in the streets

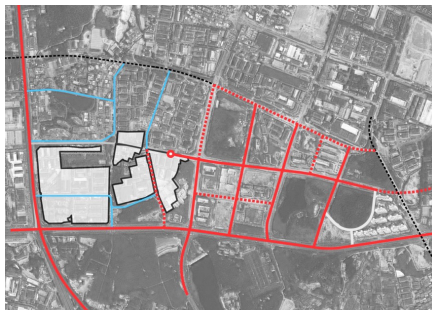


街道的蓄水系统
Water retention in the streets



如何实施?

How to execute this proposal?



现状
Current situation

首先，要按时完成三大节点区域的开发。先从“山和水”着手（节点1），随后是商务中心（节点2），最后是西面的住宅区域（节点3）。但是，最后的住宅区并不作为钟表基地的品牌内容，可根据实际情况更加灵活地单独开发。同样，连接产业和三大节点的绿色主轴开发也可遵照此理念展开。

It is important to complete the three nodes successively in time; the mountain and lake area should be executed first (node one), followed by the commercial heart (node two) and lastly by the residential part at the Western side of the Watch Park (node three). However, this residential area can be developed separately and more flexible in time since it is not necessarily part of the Watch Park 'brand'. This is also the case for the development of the area along the green axis and for the existing industries in-between the nodes.

