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# 现在，重新激活萨拉热窝

## ——波斯尼亚和黑塞哥维那历史博物馆改造设计

# REACTIVATE SARAJEVO NOW

## — THE REGENERATION DESIGN FOR THE HISTORICAL MUSEUM OF BOSNIA-HERZEGOVINA

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### 项目背景

随着社会发展不断加速，我们所面对的问题也日趋复杂；这种复杂性亦体现在我们的城市中。史无前例的城市化率直接导致了城市大量的温室气体排放和能源消耗；与此同时，城市还容纳着数以千万计的新增人口，这将进一步增加城市贫困人口的数量。这种反乌托邦式的社会现实与经济和环境危机交织在一起，连同不断加剧的社会阶层分化，共同对我们整个地球的生存能力和生存弹性构成了威胁。

我们能否通过研究世界各地城市的具体实例，并从中选取适用的“经验教训”，来激活城市的适应性潜能、完成城市转型？答案是肯定的；但是，在激进的变革时代，我们需要将激进的都市主义视作实验性机遇，而萨拉热窝这座城市却绝无可能成为这样的“城市实验室”。但是，正如全球许多当代城市一样，萨拉热窝动荡的历史及其建成环境中的多层社会、文化及政治印迹使挑战与机遇在这座城市中并存。萨拉热窝断层式的

政治、社会和历史发展使其成为了一座拼凑城市。

解决萨拉热窝复杂的城市问题需要多学科、多维度的思考方式，U-TT建筑与都市主义实践事务所（U-TT）已成功在全球范围内开展了多项跨学科设计实践。在U-TT的“重新激活萨拉热窝”项目中，项目团队与萨拉热窝市长阿卜杜拉·斯卡卡，以及许多来自波斯尼亚和黑塞哥维那（波黑）、瑞士和其他国家的组织——包括萨拉热窝大学、波黑历史博物馆、波黑文化基金会、瑞士国家经济事务秘书处、瑞士国家科学基金会、苏黎世市政府等——展开了积极合作。项目率先分析了萨拉热窝的巨大城市潜力，认为萨拉热窝真正需要的并非是新建建筑或公园，而是在目前充满历史感的城市拼凑肌理中增添新功能，并对既有城市结构重新加以利用、改造和激活。

### 接连不断的断层式城市发展

萨拉热窝城始建于15世纪中叶，受到了

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### 摘要

在激进的变革时代，我们需要将城市视作实验性机遇，而萨拉热窝这座城市却绝无可能成为这样的“城市实验室”。但是，正如全球许多当代城市一样，萨拉热窝动荡的城市建设更迭史及其建成环境中的多层社会、文化及政治印迹使挑战与机遇在这座城市中并存。萨拉热窝断层式的政治、社会和历史发展使其成为了一座拼凑城市。通过突显萨拉热窝既有的当地社会文化和生态系统，U-TT建筑与都市主义实践事务所的“重新激活萨拉热窝”项目不仅有助于这座作为波黑首都的城市的战后复兴，还可以透过其非凡的经验，在更广阔的意义上为全球相关实践提供借鉴。

### 关键词

激进都市主义；城市实验室；断层式开发；激活；战后复兴

### ABSTRACT

In times of radical change, we need to look into cities as laboratories. A sheer unlikely candidate for such an urban laboratory is the city of Sarajevo. Yet, the city's turbulent past of alternating periods of construction and destruction and the variety of social, cultural, and political layers in its built environment reveal challenges and potentials relevant to the state of many contemporary cities around the globe. Sarajevo's discontinuous political, social, and historical development has created a bricolage city. By highlighting the existing local socio-cultural and ecological systems, the Urban-Think Tank's "Reactivate Sarajevo" project aims not only to contribute to a post-war revitalization of the Bosnian capital but also to produce, from the experience of this extraordinary city, lessons of wider, possibly global significance.

### KEY WORDS

Radical Urbanism; Urban Laboratory; Discontinuous Development; Reactivation; Post-war Revitalization

### 整理 田乐

译 田乐 刘姝

EDITED BY Tina TIAN

TRANSLATED BY Tina TIAN Shu LIU

1. 改造后的博物馆新增了无障碍设施与可以开展都市农业实践的多功能公共空间。
1. Creation of additional accessibility options and multi-functional public space that includes urban agriculture functions.

**项目地址：**

波斯尼亚和黑塞哥维那萨拉热窝市

**项目面积：**

0.5hm<sup>2</sup>

**项目委托：**

萨拉热窝市政府、波斯尼亚和黑塞哥维那历史博物馆

**景观设计：**

瑞士联邦理工学院U-11建筑与都市主义实践事务所、  
Baier-Bischofberger建筑设计事务所

**首席设计师：**

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**项目合作：**

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**当地策展人：**

Elma Hasimbegovic

**项目负责人：**

Rebecca Looringh van Beeck、Helena Muñiz  
Muñoz、Senka Ibrisimbegovic

**设计时间：**

2016年至今

**LOCATION:**

Sarajevo, Bosnia and Herzegovina

**AREA (SIZE):**

0.5 hm<sup>2</sup>

**CLIENTS:**

City of Sarajevo, Historical Museum of Bosnia and  
Herzegovina

**LANDSCAPE ARCHITECTURE:**

ETH Zurich Urban-Think Tank, Baier-Bischofberger  
Architekten

**CHIEF DESIGNERS:**

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**LOCAL CURATOR:**

Elma Hasimbegovic

**PROJECT MANAGERS:**

Rebecca Looringh van Beeck, Helena Muñiz Muñoz, Senka  
Ibrisimbegovic

**DESIGN PERIOD:**

2016 to present



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东方建造风格的影响；在其后的400年间，萨拉热窝一直处于奥斯曼帝国的统治之下，因其多元文化的人口构成，常被誉为“欧洲的耶路撒冷”。萨拉热窝文明与宗教的多样性体现在这座城市曾经的建筑、景观以及当地文化中。环绕城市的山地自然景观也造就了萨拉热窝独特的城市发展模式。一则流传于16世纪的民谚生动比拟了萨拉热窝的城市发展：“道路是脊梁，山谷是躯干，河流是血管，商业区是心脏。”如果用现代景观和都市主义理论的语言诠释这则古谚，我们会想到诸如“城市有机体”或“绿色基础设施”这样的概念。

自1878年被纳入奥匈帝国版图起直至第一次世界大战结束，萨拉热窝一直以典型的中欧哥特复兴式风格来建造城市。第一次世界大战结束后，面对城镇化的挑战，萨拉热窝城市发展首次引入公共空间、总体规划和大型基础设施干预等概念。彼时的萨拉热窝城市景观类型繁多，居住、游憩和商业性空间交错混杂，从含蓄的奥斯曼风格的城市建设环境到奥地利新古典主义的媚俗建筑，风

格迥异。沿着米伽卡河谷进行的城市开发形成了一条由文化性、宗教性和其他具有象征意义的建筑以及绿地构成的自然“文化轴线”。

在南斯拉夫时代的社会主义政权下，通过推行集权制规划条例，萨拉热窝经历了自上而下的城市建设过程。萨拉热窝的第一个总体规划始于20世纪60年代初，城市肌理中出现了包括现代主义、社会主义、功能主义，以及单一功能性建筑在内的各式城市建设。在绿地中拔地而起的独立式建筑，以及或横跨在河流之上或抹杀了场地特征的基础设施，成为了萨拉热窝本地化城市建设的代表。在南斯拉夫社会主义政权统治的末期，萨拉热窝的城市开放空间较之前减少了40%，城市化规模增加了三倍，城市人口翻了两番。而其间大部分的城市建设发生于20世纪80年代初，以筹备1984年冬季奥林匹克运动会。

垂直于纵向城市文化轴线的奥林匹克城市发展带依侧谷地形而建，但是那条曾经塑造了米伽卡河谷的河流已经被改造成了一条

渠化的封闭水道。奥运会规划方案意识到了20世纪50~70年代所作出的错误城市决策，并有意强化历史景观导向型城市建设，同时提议建设一条延伸至特伯维克山的绿色轴线“ZeTra”（意为“横向绿色轴线”），以使城市绿地和开放空间网络与萨拉热窝周围的山脉相连。

## 战时的毁灭性城市景观

“20世纪始于萨拉热窝。21世纪亦始于萨拉热窝。”美国著名作家、政治活动家苏珊·桑塔格如是说。1914年费迪南大公萨拉热窝遇刺事件成为了第一次世界大战的导火索；而在80年后，萨拉热窝受到了自第二次世界大战后欧洲最血腥武装冲突的蹂躏。

城市作为政治和经济中心以及社会进步和先锋文化发展的前沿阵地，一直是战争中首当其冲的袭击目标。1995年，在历时4年的波黑内战结束后，萨拉热窝已然变成了一个“农村化”的城市，大部分城市肌理被严重摧毁：因冬奥会修建的建筑及景观设施

① 该协议规定，波黑由穆克联邦和塞族共和国两个政治实体构成。

2. 20世纪60年代中期的波黑历史博物馆（其前身为革命博物馆）。
3. 1996年与2012年对比照片：萨拉热窝城市中被战火毁坏的建筑与现代主义城市重建。
2. Historical Museum of Bosnia and Herzegovina (former Museum of Revolution) in the middle 1960s.
3. Urbicidal destruction of architecture and modernist reconstruction in Sarajevo, 1996 vs. 2012.

被夷为平地；萨拉热窝周边的群山成为了雷区，使这座城市遭受了现代军事史上最旷日持久的围困；城市中众多历史建筑、文化景观，以及神圣的公共纪念碑被战火摧毁，对城市肌理造成了毁灭性的破坏。

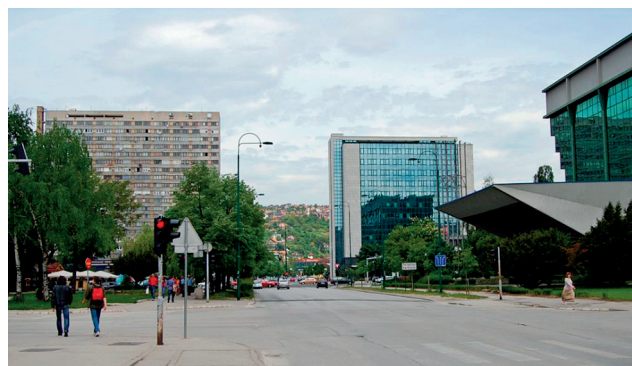
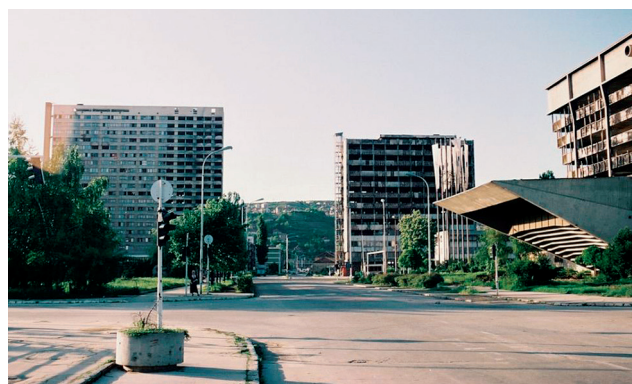
为求生存，萨拉热窝市民大肆砍伐城市树木用作燃料；重新挖掘本地资源、激活本地生态系统：从被遗忘的封闭水渠中汲水，将花园和其他开放空间变成城市农田。依据战后签订的《代顿和平协定》，这座城市被一分为二，从前的战线变为了两个政权管辖区的边界线<sup>①</sup>。

### 当代城市挑战

1996年，萨拉热窝走出了战争和分裂的梦魇，数十万战争难民重获和平。由于其经济和政治体系突然由社会主义转变为资本主义民主制，这座城市陷入了城市规划相关立法真空的状态。萨拉热窝不仅错失了战后城

市复兴的有利时机，亦未对其历史悠久的绿色城市建设经验加以重视。此外，萨拉热窝在战争期间的城市改造——对城市绿地与城市水源的再利用——并没有被正式纳入新的城市发展规划之中。

今天，萨拉热窝再次走上城市发展之路，但其密集的城市开发面临着三种建筑建设过剩的问题：一是标志性神圣建筑建设过剩（标志性神圣建筑是在宗教或种族运动的推动及后共产主义社会价值观影响下的代表性产物）；二是普通商业建筑建设过剩；三是低端住房建设过剩（由海湾阿拉伯国家、俄罗斯、中国、欧盟、土耳其、美国等国建造）。这些城市建设为萨拉热窝带来了新的城市特征，新的“侵入式/飞地式”城市开发导致萨拉热窝的城市肌理高度致密，牺牲了大片绿地，加剧了城市交通拥堵和长期存在的环境问题。萨拉热窝成为了一座失去了魅力和特色的问题之城，被评为“欧洲污染最严重的都城”。



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## 重新激活萨拉热窝

U-TT认为“城市设计是某一时期政治格局的镜子”，而战争对萨拉热窝产生的影响以及导致的城市空间巨变，可以看作这一观点的生动例证。受到萨拉热窝城市发展历史经验和当代发展分析的启发，以及在当地合作伙伴的大力资助下，U-TT的重新激活萨拉热窝项目首先对城市潜在问题和发展潜力进行了辩证性评估，旨在构建一个独特的概念性框架，并以此为基础发展新的城市形式和模型。

该设计方法可以促进萨拉热窝向民主的、弹性的、富有社会责任感的创新型城市发展模式过渡。萨拉热窝在其动荡多变的历史进程中形成的应对城市问题的适应性能力，可以为当今面临同样挑战（包括遭受战争破坏、因经济危机导致的社会衰退、侵入式建筑带来的弊端、千篇一律的现代主义建设等）的城市提供借鉴。萨拉热窝断层式的发展与混杂的建筑风格使其拥有了成为世界上独一无二的“实验室”的潜能，并为通过综合性、多学科方法进行创新性研究与设计范例开发提供了可能。

萨拉热窝的城市建筑和景观潜力正有待

激活。在社会主义繁荣时期建造的现代主义风格的建筑和景观目前大多未得到充分利用或处于闲置状态，需要进行设计改造和重新规划。萨拉热窝的社会和文化生活仍受到战后发展停滞的影响，而且大部分活动恰发生在上述这些亟待改造的城市设施中。这些城

市结构作为最具价值的本地资源，需要通过因地制宜的设计充分发挥其功能。

## 城市行动实验室

U-TT旨在将研究成果运用于城市设计之中，通过对萨拉热窝断层式城市发展、战时的毁灭性城市景观，以及其当前重新激活的潜力进行分析，以突显这座历史名城对于未来同类城市研究的重要借鉴意义。U-TT提出了“城市行动实验室”模式——通过一系列设计工作坊、艺术行为、专题研讨会、展览、创新性合作及论坛，来确保一座城市的地方风貌得以保留，并为重新激活城市制定设计方案。城市行动实验室旨在了解城市，并通过搭建可视化的信息渠道，来确保冲突性设计语言的作用是引发对话，而非制造混乱。“方法运用”既是城市行动实验室的着眼点，也是切入点；其同时鼓励政府、规划师、建筑师、市民等各个利益相关方参与交流。该项目在第15届威尼斯建筑双年展上以“现在，重新激活萨拉热窝”展馆的形式呈现在全球观众面前，这也是波黑自独立以来首次参与威尼斯双年展。

### CITY ACTION LAB

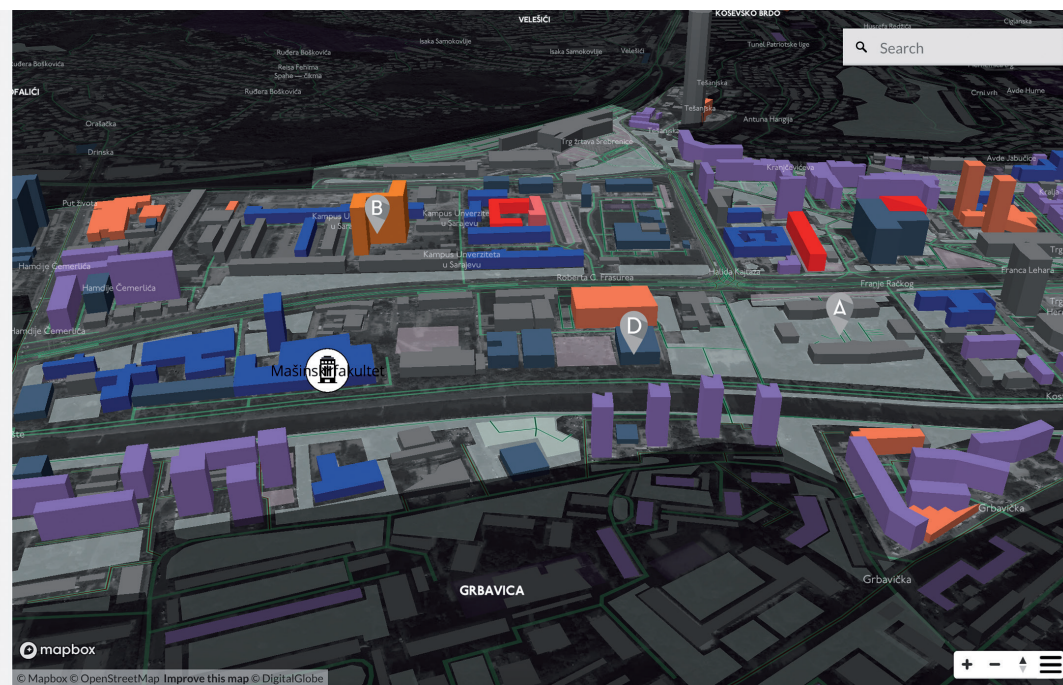
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4. 位于绿色轴线与文化轴线交汇处的萨拉热窝中心区。
5. 对萨拉热窝空间挑战与潜能的数字化测绘分析。这些分析运用了实验性数字测绘方法，由城市行动实验室工作坊与萨拉热窝市政府及当地社区一同完成。
6. 萨拉热窝纵向的文化轴线与横向的绿色轴线。

4. The Sarajevo Central Zone at the intersection of the green transversal axis and cultural longitudinal axis.
5. Digital mapping of Sarajevo's spatial challenges and potentials. Those are test digital mapping methodologies, developed in the City Action Lab Workshop with the Sarajevo City government and local communities.
6. Sarajevo's longitudinal cultural axis and green transversal axis.



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## 试点项目——人民的博物馆

对于试点设计项目的研究聚焦于对历史文化轴线和绿色基础设施轴线的分析，将之作为新的组织主导动力，以推动对萨拉热窝当代建成环境的改造。

通过对当前被世人所遗忘的城市生态系统的分析，我们发现绿色轴线“ZeTra”可以延伸至奥林匹克综合运动场馆的北侧，与一条小溪流汇成的水系相连，该水系所在地于20世纪60年代因被占用作大型交通基础设施用地而改造为封闭水道。这条轴线还连通

了城市中心与南向的特伯维克山的坡地。

经过研究，项目以重新激活这组相互垂直的轴线为第一步，因为这将是最有意义，也最为合理的切入点。通过对现有建筑的潜力进行研究，得出的结论是，大部分未被充分利用的、模块化的现代主义建筑相对容易改造，故而将项目的第二个研究重点放在了这些建筑物内部的景观特色上。

而绿色轴线与文化轴线的交汇点正位于市政府和博物馆区所在地，该地块于1957年规划，以现代社会主义城市建设为特色。这一试点项目的设计方案由U-TT

与Baier-Bischofberger建筑设计事务所（BBA）联合提出，设计重点包括为波黑历史博物馆这座日渐破败的现代主义建筑及其周边景观制定综合性改造方案。这座曾被赋予社会主义乌托邦梦想的博物馆建于20世纪60年代中期，现已沦为一片废墟。建筑百米开外便是战争遗留下的炮击和榴弹爆炸痕迹，而来自建筑内部的挑战更为严峻：由于政府在文化机构方面投入微薄，在馆内无偿工作的人员还面对着冬天没有暖气和屋顶漏水的窘境。

对此，U-TT和BBA提出了一系列临时干预措施，以实现三个关键目标：1) 在获得



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长期经费前，用高效且低成本的方式对现有建筑进行保护；2）赋权于当地已有的自下而上的社会活动；3）将该机构转变成一个能够推动城市进一步发展的城市文化中心。

该项目的核心理念是在博物馆之上罩上一个透明的乙烯外壳，这样既完好地保留了原有建筑饱经风霜的面貌，又使得新与旧并存。这一大胆的保护式设计兼具象征意义和使用功能。这层悬挂于脚手架之上的透明“皮肤”回应了第一个设计目标：既稳固了破败的建筑结构，日后也无需对建筑进行任何维修。这种能够展现原有建筑结构的设计不仅为到访博物馆的游人提供了参与和互动的空间，同时也为建造辅助性的人行通道和平台搭建了框架。乙烯外壳的衔接形式不仅为新的入口和开敞性需要预留了空间，还能够随着季节和气候变化进行伸缩调整。

该项目旨在建立一个集交流、教育和娱乐功能于一体的聚会场所，激活这一曾遭遇战火摧残的场地，并重新赋予其公共功能；博物馆周边毫无特色的景观将被改造为一个充满活力的公共中心，并向大众提供体育设施、城市花园、游乐场和临时活动空间等场所。

通过深化“人民的博物馆属于每一个人”的理念，我们还将之构想为一个可以为市民提供馆藏展示和公共服务的公共空间：未来，这里将成为游人观赏黄昏美景的胜地，博物馆的屋顶平台将为聆听下方露天庭院中的演唱会提供绝佳位置；馆内，学生们可以坐在新建的铁托咖啡厅内享用免费的无线网络，而当地志愿者团队将以举办工作坊或经营店铺的形式对博物馆进行微观层面上的保护。城市将走进博物馆，而博物馆也将成为城市景观的一部分。

总之，通过突显萨拉热窝既有的当地社会文化和生态系统，重新激活萨拉热窝项目不仅将助力这座作为波黑首都的城市的战后复兴，还可以透过其非凡的经验，在更广阔的意义为全球相关实践提供借鉴。项目最终方案兼顾了城市原有风格的延续和公共设施的提升。设计干预措施推动了博物馆向城市的开放，同时也通过赋予场地新的功能可能性，实现了重新激活的目标。LAF

## Project Background

The gradual but steady rise of complexities in our continuously accelerating societies has been spatially manifested in cities. Unprecedented urbanization rates are directly connected to the fact that cities produce the majority of greenhouse gases, consume vast amounts of energy and, at the same time, host tens of millions of new citizens who will mostly swell the masses of underprivileged urban citizens. This dystopian reality of intertwined economic and environmental crises, in parallel with a rise of socially fragmented societies, jeopardizes the viability and resilience of our planet.

Can we activate the adaptive potential and transform cities by looking into specific real-world examples and extracting applicable “lessons learned” of urban knowledge from cities around the globe? Yes, but, in times of radical change, we need to look into radical urbanisms as laboratories. A sheer unlikely candidate for such an

urban laboratory is the city of Sarajevo; Yet, the city’s turbulent past and the variety of social, cultural, and political layers in its built environment reveal challenges and potentials relevant to the state of many contemporary cities around the globe. Sarajevo’s discontinuous political, social, and historical development has created a bricolage city.

To deal with the complex problems, instruments like multi-disciplinary and multi-sectorial thinking are needed, approaches with which the interdisciplinary design practice Urban-Think Tank (U-TT) has already successfully worked around the globe. U-TT’s initiative “Reactivate Sarajevo” runs in collaboration with the Mayor of Sarajevo Abdulah Skaka and includes an array of Bosnian-Herzegovinian, Swiss and international partners — University of Sarajevo, Historical Museum of Bosnia and Herzegovina, Matica of Bosnia and Herzegovina, Swiss State Secretariat of Economic Affairs, Swiss National Science Foundation, City of Zurich, and many others

— which firstly analyzed the great urban potential of Sarajevo, understanding that the city does not need many new structures or parks; instead, what is needed are ways of working with its historic urban collage by adding new programs to it and re-using, re-generating or re-activating the existing.

## (Dis)Continuous Urbanism

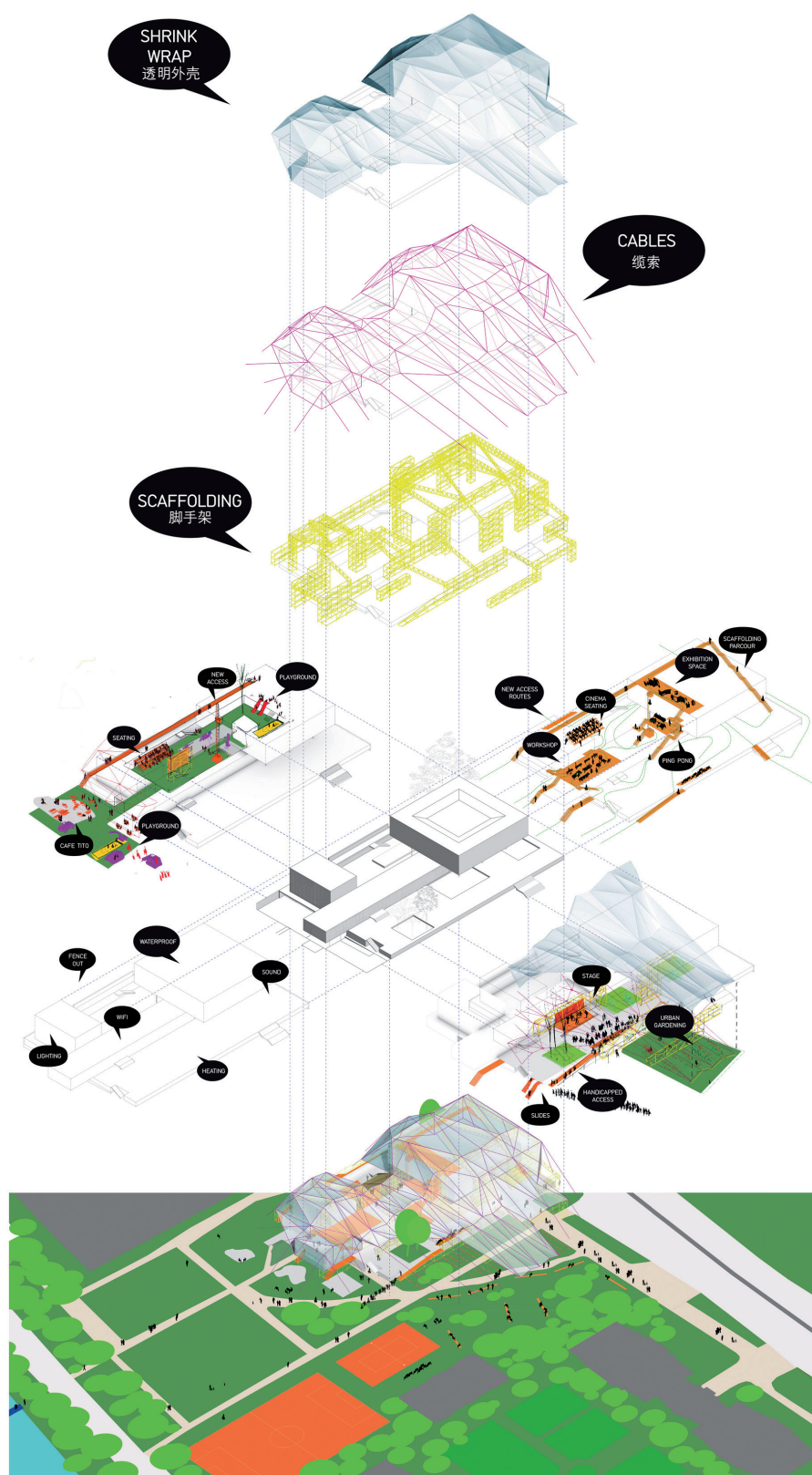
The city of Sarajevo was founded in the mid-15th century during a period of oriental influence. For more than 400 years, the city remained under Ottoman rule, often referred to as “Europe’s Jerusalem” for the multi-cultural composition of its population. The diversity of what was once a major crossroads of different civilizations and religions is materialized in the facades of the city’s buildings, landscapes, as well as its local culture. The mountainous natural landscapes that surround the city have also shaped Sarajevo’s vernacular urbanism. A 16th-century folk saying provides a metaphor of Sarajevo’s urbanism: “The

7. 破败的波黑历史博物馆与其周边新建的房地产开发项目形成了鲜明对比。
8. 波黑历史博物馆立面上的弹孔
7. The decaying socialist Historical Museum with new real estate developments in the surrounding.
8. The bullet holes at the facade of the Historical Museum



**PEOPLE'S MUSEUM  
ASSEMBLE DIAGRAM**

人民的博物馆  
分层图解



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roads are your spine, the valley is your body, rivers are your veins, the Čaršija (merchant's district) is your heart." If we translate it into the language of contemporary landscape and urbanism theories, concepts such as "city as organism" or "green infrastructure" would come to mind.

Becoming part of the Austro-Hungarian Empire in 1878, Sarajevo continued its urban development as a typical Central European Gründerzeit city until the end of World War I. For the first time, the concepts of public space, master planning, and large-scale infrastructure interventions were being applied to the city's urban challenges. The cityscape of Sarajevo displayed a plethora of typologies from introvert Ottoman urbanism to Austrian neoclassical bourgeois villas — a mélange of habitation, recreation, and commerce space varieties. Taking the shape of a linear development that followed longitudinally the valley of the Miljacka river, a natural "cultural axis" was created, consisting of a network of cultural, sacred, and symbolic buildings as well as green spaces.

Top-down urban development continued under the socialist rule of the Yugoslav era, enacted through centralized planning regulations. The first master plan for Sarajevo was established in the beginning of the 1960s, creating a typical modernist, socialist, functionalist as well as mono-functional urban fabric. Free-standing buildings floating in green spaces and infrastructure covering water streams and sealing soil, replaced the vernacular urbanism of Sarajevo. At the end of the socialist period, the open space was decreased by 40 percent, and the urban footprint had tripled and the population quadrupled. Most of the construction activities occurred at the beginning of the 1980s, in preparation of the 1984 Winter Olympic Games.

The Olympic development strip — rectangular to the longitudinal cultural

- ① In the Dayton Peace Agreement, the State of Bosnia-Herzegovina was set as of the Federation of Bosnia-Herzegovina and of the Republika Srpska.



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9. 针对博物馆及其周边景观的适应性再利用临时性策略。
10. 临时性的透明外壳保护了现有的建筑结构。
9. Axonometric view of the temporary strategy of adaptive reuse for the Museum and its surrounding landscape.
10. Temporary structure to protect and conserve the existing structure.

axis — followed the topography of a side valley. The tributary to the Miljacka shaped this valley had, however, been turned into a channelized and covered water stream. Proposed as a green axis (ZeTra or “Zelena Transverzala,” meaning green transversal), the plan acknowledged the wrong urban decisions of the 1950s to 1970s and strengthened the historic landscape urbanism of Sarajevo. The network of urban green and open spaces established a connection to Sarajevo’s surrounding mountains as the ZeTra continued up the slopes of Mount Trebević.

### Wartime Urbicidal Cityscape

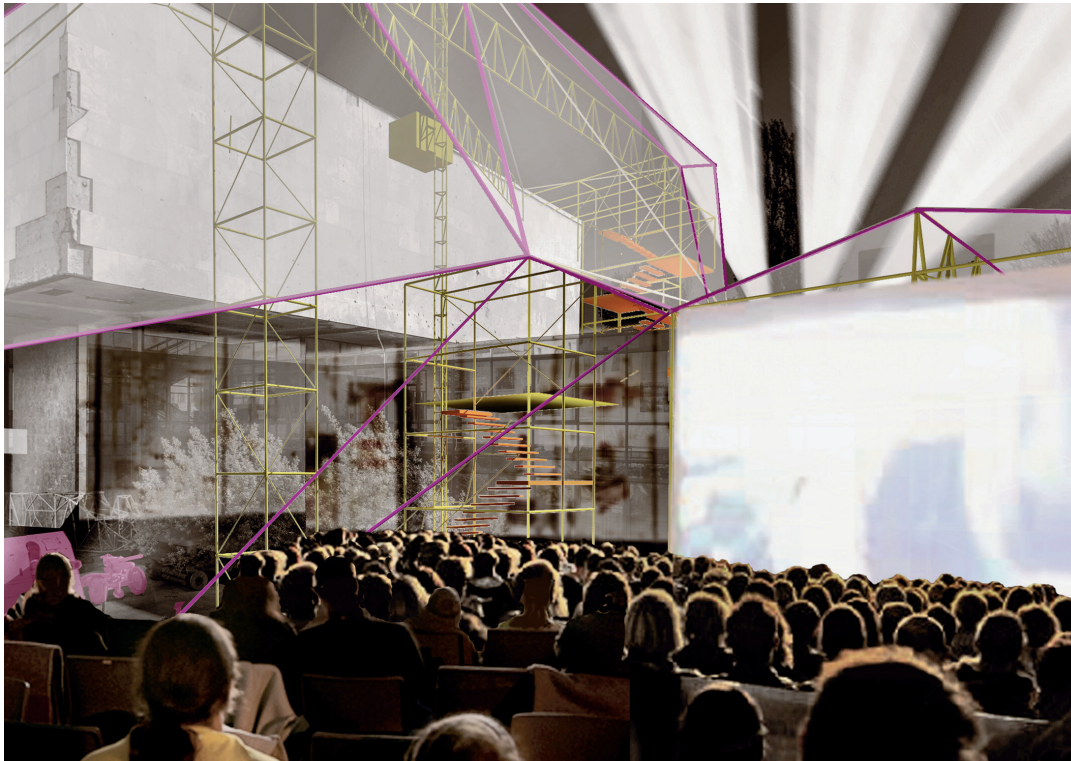
“The twentieth century began in

Sarajevo. The twenty-first century has begun in Sarajevo, too,” proclaimed by American writer and political activist Susan Sontag, leaning on the fact that the assassination of Archduke Franz Ferdinand which triggered World War I took place here in 1914, and that the bloodiest European conflict after World War II ravaged Sarajevo eight decades later.

As centers of political and economic power, and places of social progress and cultural experimentation, cities have always been preferred targets in times of war. At the end of the Bosnian War that lasted from 1992 to 1995, Sarajevo had been turned into a “ruralized” city, with its urban fabric largely dissolved, including the architectural and landscape architectural legacies of the Winter Olympics infrastructure. The

mountains that surrounded Sarajevo became mined frontlines from which the city was placed under the longest siege in modern military history. The destruction targeted historic buildings, cultural landscapes, and public and sacred monuments, causing inestimable damage to the urban fabric.

Sarajevo’s citizens in their battle for survival cut down hundreds of thousands of urban trees for fuel and reactivated or rediscovered local resources and ecosystems; water was taken from forgotten and sealed streams, and gardens and other open spaces were turned into urban agricultural sites. At the end of the war, the Dayton Peace Agreement divided the city into two parts, thus transforming the former frontlines into new administrative borders<sup>①</sup>.



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11. 博物馆周边景观经过重新激活，成为了一处公共空间，为市民提供了聚会和文娛活动场所。
  12. 通过创建室外活动空间，博物馆的公共功能得到了极大拓展。
11. Activation of the surrounding landscapes as a public viewing spot.
  12. The public function is amplified through creation of outdoor event spaces of the museum.

## Contemporary Urban Challenges

In 1996, Sarajevo not only woke up from the nightmare as an annihilated and divided city with tens of thousands of war refugees, but also had to face a de-facto legal vacuum regarding urban planning regulations that resulted from the sudden transformation of the economic and political system from communism to a capitalist democracy. Post-war Sarajevo missed the opportunity of reactivating and building on its historical experience as a green city. In addition, Sarajevo's wartime urban transformation occasioned by the renewed use of local green space and water sources did not become formalized and integrated into a new urban development plan.

Today, Sarajevo is growing again, but its intense pace of urban development is characterized by an aggressive overproduction of iconic sacred buildings (as representations of religiously or ethnically

inspired, post-communist social values), generic commercial buildings, and low-end housing by diverse actors from the Arab Gulf, Russia, China, EU, Turkey or the USA. These developments have generated new urban identities and introduced new "invasive" typologies heavily densifying the urban fabric of Sarajevo. On the cost side, they have produced the overbuilding on green space, an increase in individual traffic and chronic environmental concerns. These phenomena position Sarajevo today as a city with the unattractive distinction of being the "mostly polluted capital of Europe."

## Reactivating Sarajevo

The impact the war had on Sarajevo and the spatial mutations it caused can be interpreted as a vivid illustration of U-TT's claim that "urban design is frozen politics." Inspired by an analysis of the historical and contemporary urban development of the

city, the U-TT "Reactivate Sarajevo" initiative was founded in alliance with local partners and started with a critical assessment of the latent problems and potentials of the city, aiming to construct a unique conceptual framework within which new urban typologies and prototypes could be proposed.

The approach seeks to facilitate the city's transition towards innovative urban models that are democratic, resilient, and socially responsible. The adaptive capacities that Sarajevo has mobilized in its many battles with urban issues in the course of a turbulent and varied history, inspire contemporary global society, which is faced with the same kind of challenges, be they destruction through war, disruptions due to economic crises, the ambivalent legacies of colonial architecture, the failures of a generic modernism, etc. The discontinuities and mixtures peculiar to Sarajevo promoted the city as a unique laboratory and testing ground for innovative research and design

paradigms that require an integrated and multi-disciplinary method.

The city's architectural and landscape potential is waiting to be activated. Most of the modernist buildings and landscapes that were built in the boom period during socialism are currently underused or empty, and require major design-based adaptations and re-programming. The social and cultural life still suffers from the post-war stasis and mostly takes place inside such structures. As the most valuable local resource, they require amplification through contextualized design.

### City Action Lab

U-TT aimed to apply the outcomes of the research activities through assessing its

(dis)continuous urbanism, wartime urbicidal cityscape, as well as its current potential for reactivation, placing Sarajevo as one of the important global historical urban laboratories of the future. U-TT developed the "City Action Lab" format of ensuring local presence in a city through a series of design workshops, artistic acts, symposia, exhibitions, creative collaborations, and fora in order to mutually develop design solutions for the city's reactivation. The City Action Lab aimed to understand the city, and make that information accessible through visualisations, to ensure that conflicting narratives catalyze conversation and not turmoil. The City Action Lab represents a "hands on" approach, and intends on encouraging and involving various stakeholders — the municipality,

the planner, the architect, the citizens — in one conversation. The project was also showcased to the global audience in its own Pavilion "Sarajevo Now" at the 15th Venice Architecture Biennial, being the first Bosnian-Herzegovinian theme exhibited at the Biennial since the country's independence.

### The Pilot Project — The People's Museum

The pilot design case studies first focused on analyzing the historic cultural and green infrastructural axes as the main new organizational forces that are to drive a transformation of the built environment of contemporary Sarajevo.

Analyzing the existing but forgotten



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13. 在参加威尼斯双年展前，在历史博物馆内举办了一场展前观摩会。
  14. 2016年威尼斯双年展的“现在，重新激活萨拉热窝”展馆
  15. “现在，重新激活萨拉热窝”展馆内的模型展示
13. Project exhibition Vernissage in Sarajevo at the Historical Museum
  14. Reactivate Sarajevo Now Pavillon in Arsenale Nord at La Biennale di Venezia in 2016.
  15. Project model exhibited in the Reactivate Sarajevo Now Pavilion.

urban ecosystems, we revealed the green transversal axis stretches from a place north of the Olympic sport complex, following a basin of a smaller stream that was covered in the 1960s as part of major traffic infrastructure construction. It then bridges the city center and continues southward along the slopes of Mount Trebević.

The findings that the urban research produced led to a conclusion that the reactivation of this axes interchange would be the most meaningful and logical first step of the project. Research on the potential of the existing architecture produced the insight that most of the underused and modular modernist buildings could relatively easily be transformed. A second research focus were the landscape architectural features in which these buildings were embedded.

At the intersection of the green and cultural axes lies the government and museum quarter, Marijin Dvor, masterplanned in 1957 as a socialist modernist urban extension. The pilot

design intervention developed by U-TT, in collaboration with Baier-Bischofberger Architects (BBA), focused on the integrated regeneration strategy for the deteriorating modernist building that hosts the Historical Museum of Bosnia and Herzegovina and its surrounding landscapes. The building of the Museum was completed in mid 1960s, which once embodied the era's utopian socialist dreams, has become a ruin. Situated one hundred meters from the frontline of the four-year siege of Sarajevo, exterior traces of shelling and grenade blasts are a surface level hint of deeper challenges within. Due to the lack of governmental funding to cultural institutions, the unpaid museum staff shiver through freezing winters without heating, while the state withholds resources that would stem the flow of water leaking through the roof.

In response, U-TT and BBA have developed a series of temporary design interventions with three key goals in mind. First, to quickly and cheaply preserve the

existing building before permanent funding can be secured. Secondly, to empower the bottom-up social processes already underway. And thirdly, to transform the institution into a catalytic urban cultural hub.

U-TT and BBA proposed to sheath the museum in a transparent vinyl skin that leaves the decay and patina of the original building intact, while juxtaposing the old and new. Wrapping the existing museum is a potent act imbued with both symbolism and function. Suspended on scaffolding, the skin represents a first move towards stabilization of the degrading structure and a low-budget base for future repairs. Covering the current structure will not only create new spaces of engagement and interaction around the museum, but also a framework for additional walkways and platforms. Zippers in the vinyl permit the insertion of new access points and openings, as well as the option to expand or contract the covering in response to seasonal climatic changes.

The project aims to activate the site, bringing back the public function to the forefront by creating a meeting place for exchange, education, and recreation, as the currently characterless landscapes around the Museum will be transformed into a vivid public hub with functions that include sports facilities, urban gardens, playgrounds, and a temporary event space.

Reinforcing the idea that the People's Museum belongs to everyone, we envision it as a living space that manifests no difference between its collection and public function. In the future, visitors will gather to watch a twilight facade projection, before climbing to a rooftop platform to find a better vantage point for a concert happening in the open-air courtyard stage below. Inside the museum, students will take advantage of the free wifi in the expanded Café Tito space, while a team of local volunteers develop micro preservation programs in the adjacent (work)shop. The city will enter the museum, and the museum will become



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part of the urban landscape.

In conclusion, by highlighting Sarajevo's existing local socio-cultural and ecological systems, Reactivate Sarajevo project aims to not only contribute to a post-war revitalization of the Bosnian capital but also produce, from the experience of this

extraordinary city, lessons of wider, possibly global significance. The resulting scheme achieves a balance between continuity and improvement. The interventions support the museum's move to open itself to the city, while also activating the site through new programming possibilities. **LAF**



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