

ULI Asia Pacific Executive Education Workshop

**Urban Mixed Use Development: Lesson and Techniques for Success**

Dates : 25 – 26 September 2014

Venue : Singapore Management University, Classroom Room 2.1, Lee Kong Chian  
School of Business, 50 Stamford Road, Singapore 178899

Principal Instructor/Course Moderator:

Jim Heid, Founder, UrbanGreen, Inc, San Francisco, CA

**Workshop agenda**

25 September, Day 1

- 8:30 AM Registration and networking
- 9:00 AM Program welcome
- 9:15 AM Course introductions, Recap of the day's program  
Jim Heid, Founder, UrbanGreen, Inc
- 9:45 AM How, what and why of Mixed Use  
Jim Heid, Founder, UrbanGreen, Inc
- 10.30 AM Morning refreshments/Break
- 10.45 AM Panel 1: Challenges of Mixed Use  
Moderator: Jim Heid, Founder, UrbanGreen, Inc  
Panelists:  
Andrew David Fassam, Senior Director (Urban Planning),  
Conservation & Urban Design Group, Urban Redevelopment Authority  
Hugh Andrew, Managing Director, BlackRock  
Amy Ng, Chief Executive Officer, Mapletree Commercial Trust  
Management Ltd
- 11.45 AM Case study #1: Offsite project tour  
**Suntec City**
- 1:00 PM Networking Lunch - JuChunYuan @ Far East Square
- 2:00 PM Case study #2: Offsite project tour  
**Far East Square / AMOY**  
*Once the site where Chinese immigrants first landed in Singapore, Far East Square is now a conservation project involving a site area of 151,000 square feet which includes 61 old shophouses and two heritage sites, Fuk Tak Chi temple and Chui Eng Free School. With the site's historic*

*significance, the developer seeks not only to restore, but also to adapt the development for new market uses. The “3R” conservation principles of maximum retention, sensitive restoration and careful repair were employed. Adopting an exoskeleton approach, new structures and amenities were introduced to integrate “Old” and “New”. Efforts were also invested to engage the local community to bring vibrancy to the precinct. Opened since 1999, Far East Square is a successful development that celebrates Singapore’s heritage and modernity. It continues to refresh itself to maintain relevance in today’s context. In 2012, the developer and two adjacent building owners initiated the China Square Precinct Master Plan to integrate the quaint charm of Far East Square and the bustling hive of retail and entertainment outlets next door. Launched in December 2013, AMOY, a 37-room designer boutique hotel, was converted from offices within the conservation shophouses to inject new vitality with the creation of a live-in population*

3.00PM Afternoon refreshments/Break

3.15PM Panel 2: Designing for Mixed Use  
 Moderator: [Jim Heid, Founder, UrbanGreen, Inc](#)  
 Panelists:  
[Scott Dunn, Vice President \(Southeast Asia\), AECOM](#)  
[Tan Mingyin, Director, Spark Architects](#)  
[Gruffudd ab Owain, Executive Principal, Aedas](#)  
[Cheng Hsing Yao, Managing Director, GuocoLand \(Singapore\)](#)

4:30 PM Networking drinks

5:00 PM Workshop adjourns

26 September, Day 2

9:00 AM Day 1 recap

9:15 AM Feasibility Analysis for Mixed Use  
 Presenter: [Brian Jennett, Director of Economics and Planning, AECOM](#)

10.00 AM Tax Structures associated with Mixed Use Developments in Singapore  
 Presenter: [Teo Wee Hwee, Partner, Real Estate Tax Leader, Fund Structuring & International Tax, PwC](#)

10.30 AM Morning refreshments/Break

10.45 AM Panel 3: Underwriting and Financing Mixed Use  
 Moderator: [Jim Heid, Founder, UrbanGreen, Inc](#)

Panelists:

Christopher Wu, Managing Director – Investment and Development,  
Chongbang Group

William Wilfong, Managing Director, Sartoris International

- 11:30 AM International Case study #3: **Lifehub @ Daning**  
*Lifehub @ Daning is a retail-anchored mixed-use development project in Zhabei, Shanghai. Developed by Chongbang Group and completed in 2006, Life Hub @ Daning consists of 15 buildings with approximately 250,000 sqm of GFA. It is a great example of how a well-designed and executed project can serve as a catalyst to transform an urban neighborhood. The case study provides key details of the project and the neighborhood, the developer's overall concept for the project, the development and financing of the project, and key success factors as well as what the developer would do differently with the benefit of hindsight.*  
Presenter: Christopher Wu, Managing Director – Investment and Development, Chongbang Group
- 12:30 PM Networking Lunch
- 1:30 PM Case Study #4: Neighborhood Regeneration through Mixed Use:  
Bedok Residences  
Wong Heang Fine, Chief Executive Officer (Residential), CapitaLand Singapore
- 2:30 PM Panel 4: Operating mixed use  
Moderator: Jim Heid, Founder, UrbanGreen, Inc  
Panelists:  
Dorothy Marie Ng, Partner | Head - Corporate Real Estate Practice, Wong Partnership  
Warren Bishop, Chief Executive Officer, Raffles Quay Asset Management  
Ho Kin San, Partner, Allen & Gledhill
- 3:30PM Closing remarks
- 3:45 PM End of workshop