

Ten Principles for a Sustainable Approach to New Development

Towards Sustainable and Integrated Large-Scale Developments for a More Livable Hong Kong



Ten Principles for a Sustainable Approach to New Development

Towards Sustainable and Integrated Large-Scale Developments for a More Livable Hong Kong

About ULI

The Urban Land Institute is a 501(c) (3) nonprofit research and education organization supported by its members. Founded in 1936, the Institute now has nearly 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs by:

- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem-solving.
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development.
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments.
- Sharing knowledge through education, applied research, publishing, and electronic media.
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

About the ULI Foundation

The ULI Foundation is the philanthropic partner of the Urban Land Institute, providing an assured source of funding for ULI's core research, education, and public service activities. Through its various giving programs, the Foundation helps strengthen ULI's ability to provide leadership in the responsible use of land to enhance the total environment.

About ULI Advisory Services

Since 1947, ULI's Advisory Services program has been bringing together experienced real estate and land use professionals to develop innovative solutions for complex land use challenges and development projects, and to examine urban development policies.

About ULI Asia Pacific and Japan (ULI APJ)

Across Asia Pacific and Japan, the Institute has nearly 1,000 members, with a particularly strong presence in Japan, Greater China, Southeast Asia, and Australia. The regional office is headquartered in Hong Kong, with satellite offices in Tokyo and Singapore. ULI APJ brings together industry leaders with a common commitment to improving professional standards, seeking the best use of land, and following excellent practices. By engaging experts from various disciplines, the Institute can arrive at responsible answers to problems that would be difficult to achieve independently. ULI APJ shares its knowledge through various discussion forums, research, publications, and electronic media. ULI's activities in the region are aimed at providing information that is practical, down-to-earth, and useful so that on-the-ground changes can be made. By building and sustaining a diverse network of local experts in the region, the Institute is able to address the current and future challenges facing Asia's cities.

ULI Asia Pacific and Japan Vision Statement

ULI is the acknowledged authority for policy information and best practices in land use in the Asia Pacific region.

Supporting principles:

- Collaboration with universities, government agencies, and like-minded organizations strengthens and disseminates the Institute's expertise.
- Priority initiatives effectively address local land use issues.
- High-quality programmes enhance the integrity of the Institute.
- Substantial interdisciplinary membership is engaged throughout the region.

Copyright 2011 by the Urban Land Institute.
Printed in Hong Kong. All rights reserved.
ULI Order #T43

Recommended bibliographic listing:

Urban Land Institute. *Ten Principles for a Sustainable Approach to New Development: Towards Sustainable and Integrated Large-Scale Developments for a More Livable Hong Kong*. Washington, D.C.: Urban Land Institute, 2011.

No part of this book may be reproduced in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage and retrieval system, without written permission of the publisher.

Contents

Introduction 4

Ten Principles for a Sustainable Approach to New Development . . . 9

Conclusion 38

Appendixes

1. ULI Workshop 40

2. Kai Tak Review Panel 50

3. Case Study References 53

Introduction

Hong Kong's high-density urban environment, characterized by its unique geography, its world-famous harbour, and the compact nature of its development, creates distinct neighbourhoods, offering community benefits through the concentration of local activities, viable mixed land uses, and efficient public transport. Together these attributes contribute to Hong Kong's distinct image and identity—and are aspects cities around the world are striving to achieve in order to be competitive in the global marketplace.

Over the past few decades, land development projects have grown ever larger in scale and have resulted in a podium building typology. These commercially successful large-scale developments are typically connected at upper levels with a convenient footbridge network and offer efficient linkages to mass transit, but often result in a less vibrant street life.

This Sustainable Approach to New Development (SAND) study has been undertaken to develop a more sustainable approach to new large-scale developments. Under the guidance of the project's Steering Committee, issues related to large-scale development were discussed in a collaborative process including a multiple-stakeholder workshop. The resulting ULI Ten Principles for a Sustainable Approach to New Development are practical and relevant guidelines intended to have a positive influence on new large-scale developments in Hong Kong and the region.

These principles will be shared with ULI's global membership base, providing an important contribution from ULI North Asia to ULI's global body of work. This is an important first step for ULI to encourage sustainable urban development in Hong Kong and the region.

A view of the Hong Kong skyline with Victoria Harbour



Large-Scale Developments in Hong Kong

In recent years, large-scale developments have increased the size of their footprints while following the podium-type building typology. These podiums are high-density, high-rise, mixed-use developments at a large scale, housing thousands of people within one city block; some are as large as 15 hectares to over 30 hectares. The number of towers on top of the base podium structure varies, with some podiums having 18 to as many as 50 towers.

As the podium development model has been applied to increasingly larger sites, the functional relationship to the urban street grid has been lost, often resulting in isolation of land uses and the separation of public space from existing neighbourhoods.

An alternative approach to large-scale development will strengthen Hong Kong's unique identity as a vibrant high-density city. Integrated land use development will contribute to the surrounding urban districts by embracing an urban grid providing synergistic uses. This will encourage a sensitive approach to land use planning in Hong Kong, resulting in greater value to the city.

The existing land use and building regulations, as well as current measures and incentives, have not been effective in bringing about positive changes, especially for improving the dense, urban environment in Hong Kong. In some cases, recent large-scale developments even appear to detract from the city's vibrant environment. For example:

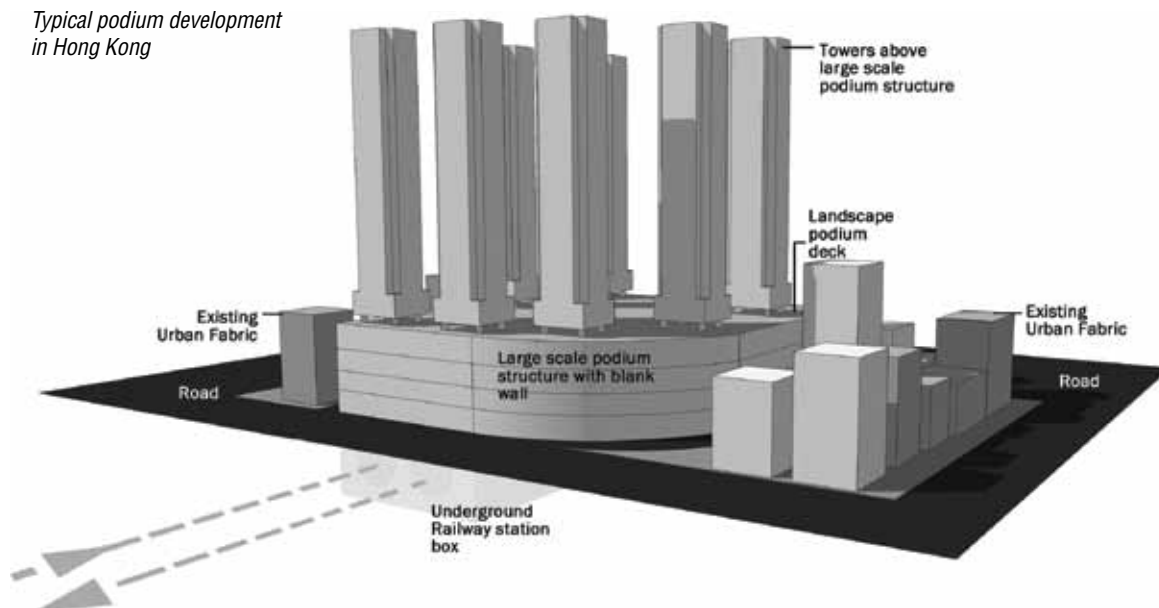
- Huge isolated podiums create blank perimeter streetwalls.

ULI Sustainable Approach to New Development Study

ULI North Asia was awarded a Community Action Grant by the ULI Foundation and received some local funding support to undertake a new research project, Sustainable Approach to New Development (SAND) in Hong Kong. The aim of the study was to formulate an alternative approach that will result in more sustainable developments that are better integrated with adjacent areas, environmentally friendly, and pedestrian and transit oriented in order to improve the quality of life of the people while adding long-term value for the city.

The study was led by Dr. Sujata S. Govada of Urban Design & Planning Consultants Ltd. (UDP) and was guided by a Steering Committee consisting of ULI members and others. The study analyses recent large-scale developments in Hong Kong and benchmarks them against regional and international case studies. A ULI workshop was conducted to obtain input from various stakeholders, including academicians, developers, professionals, investors, and the community. Participants helped develop principles for a sustainable approach for more integrated large-scale new developments in Hong Kong and the region.

Typical podium development in Hong Kong





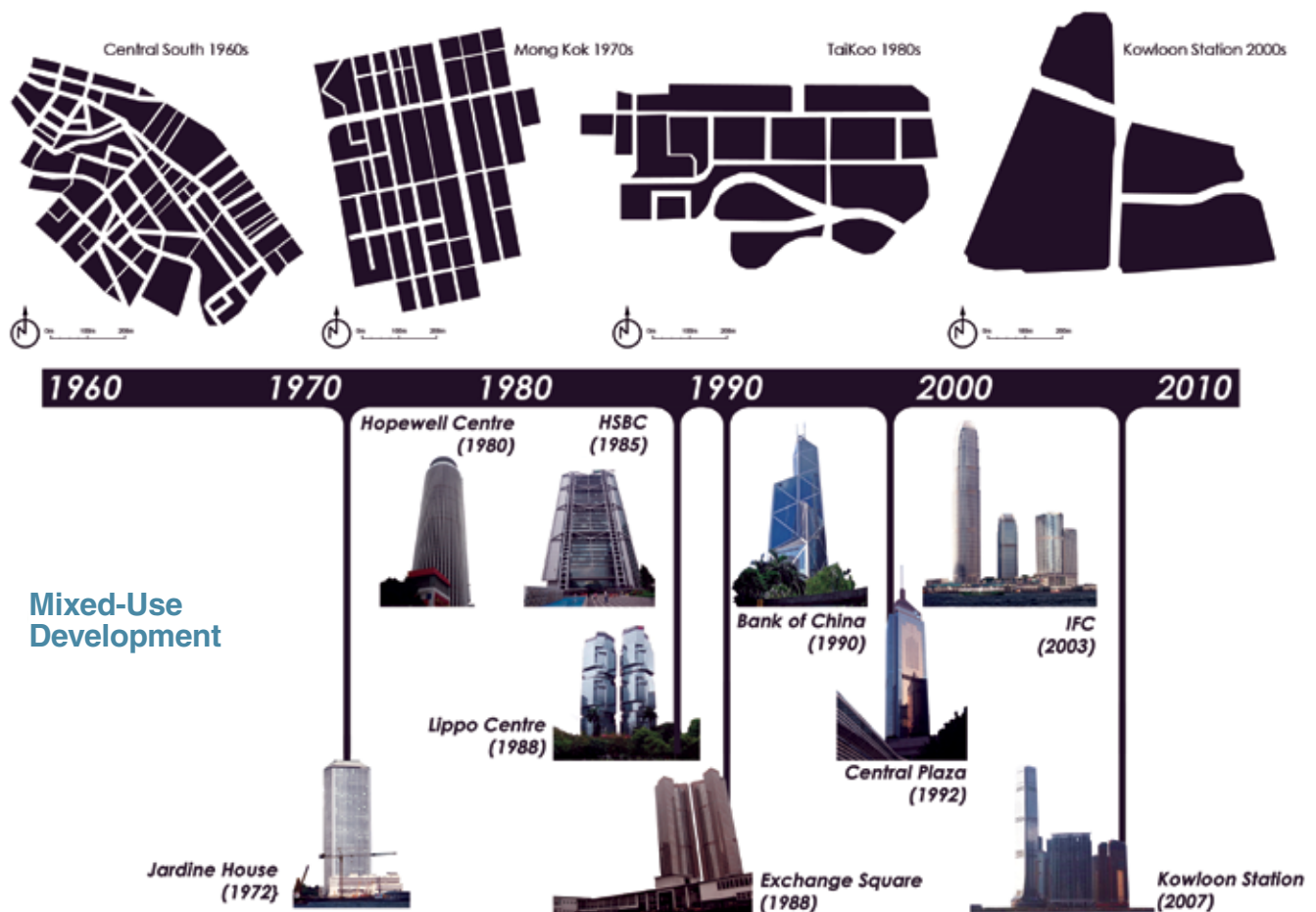
Transformation of building typology in Hong Kong

- Walls at street level topped by walled building towers block air ventilation across the urban fabric.
- Perimeter-block streetwalls are not designed with setbacks, creating narrow streets devoid of landscaping or trees.
- The podium, which directly abuts the street, forms narrow, deep street canyons, trapping air pollutants and worsening the heat-island effect.
- Retail uses are inward looking, and public open space is limited to the podium level.
- Circulation patterns end at the development and are not integrated within the site boundary.
- Community connections are disrupted because the urban grid is not extended.
- Though the impact on adjacent land values is positive, especially for transit developments, it may lead to price inflation in certain cases.
- A project-based focus hampers the creation of great places with high-quality public spaces.

ULI Workshop

As part of the study, a ULI workshop was held in September 2010 to engage participants from multiple disciplines in a discussion of issues related to large-scale development (see appendix 1). Approximately 50 stakeholders from the public and private sectors attended, including

HONG KONG DEVELOPMENT TIMELINE



people from the fields of academia, development, investment, design, and planning, as well as members of the community. Participants were divided into three groups to discuss the following topics during the break-out session.

Group 1: Planning, urban design, and regulatory implications. Participants discussed at length the importance of urban economy and social equity, development scale and mix, street-level interface and continuity, integration with the surrounding area and adjacent districts, planning, and the regulatory framework.

Group 2: Infrastructure, transport network, and sustainability. The group discussed station planning and district vision, density for viable station development, integration with surrounding areas and heritage guidelines, infrastructure integration, development rights and financing models, and early community engagement.

Group 3: Development, implementation, and economic viability. The group discussed the need for large-scale development, the scale of development and connectivity, public space and district integration,

Study Objectives

1. Identify key challenges facing large-scale developments in Hong Kong and benchmark these projects against successful regional and international case studies.
2. Identify key opportunities for a sustainable approach to new development to improve existing development practices.
3. Develop principles that outline an alternative sustainable approach in order to ensure more context-sensitive and integrated developments.

Study Methodology

STAGE I

- ☐ Review large-scale developments in Hong Kong.
- ☐ Benchmark these developments against regional and international case studies.
- ☐ Set up the Steering Committee.
- ☐ Organize a ULI workshop with multiple stakeholders.
- ☐ Produce an interim report.

STAGE II

- ☐ Review the workshop findings.
- ☐ Formulate preliminary principles for integrated large-scale developments.
- ☐ Draft the Ten Principles report highlighting local, regional, and international case studies.
- ☐ Organize Kai Tak review panel session.
- ☐ Launch the final report.



ULI workshop

economic viability, the role of the developer and the investor, ownership and management, and upfront public engagement.

Ten Principles for a Sustainable Approach to New Development

Workshop participants helped develop progressive and innovative guiding principles for an integrated and sustainable approach to large-scale new development in Hong Kong and the region. Under the guidance of the Steering Committee and the advisers to the project, ten principles were developed by analyzing local large-scale developments and benchmarking them against regional and international case studies. These principles are a framework to guide more integrated and sustainable developments that add long-term value to the city and raise the quality of life for its people.

The ULI Ten Principles for a Sustainable Approach to New Development follow; each is accompanied by local, regional, and international case studies that elaborate on and highlight an aspect of that principle. (As a follow-up to the SAND study, a preliminary review of the Kai Tak project in Hong Kong was undertaken. See appendix 2.)

Ten Principles for a Sustainable Approach to New Development

- 1 Build on Your Strengths**
- 2 Create Great Places**
- 3 Extend the Urban Grid**
- 4 Open Up Public Space**
- 5 Integrate Infrastructure**
- 6 Activate the Streets**
- 7 Keep It Flexible**
- 8 Promote Sustainability**
- 9 Engage People Early on**
- 10 Manage, Control, and Coordinate**



1 Build on Your Strengths

Rethink the strategic vision and policy framework

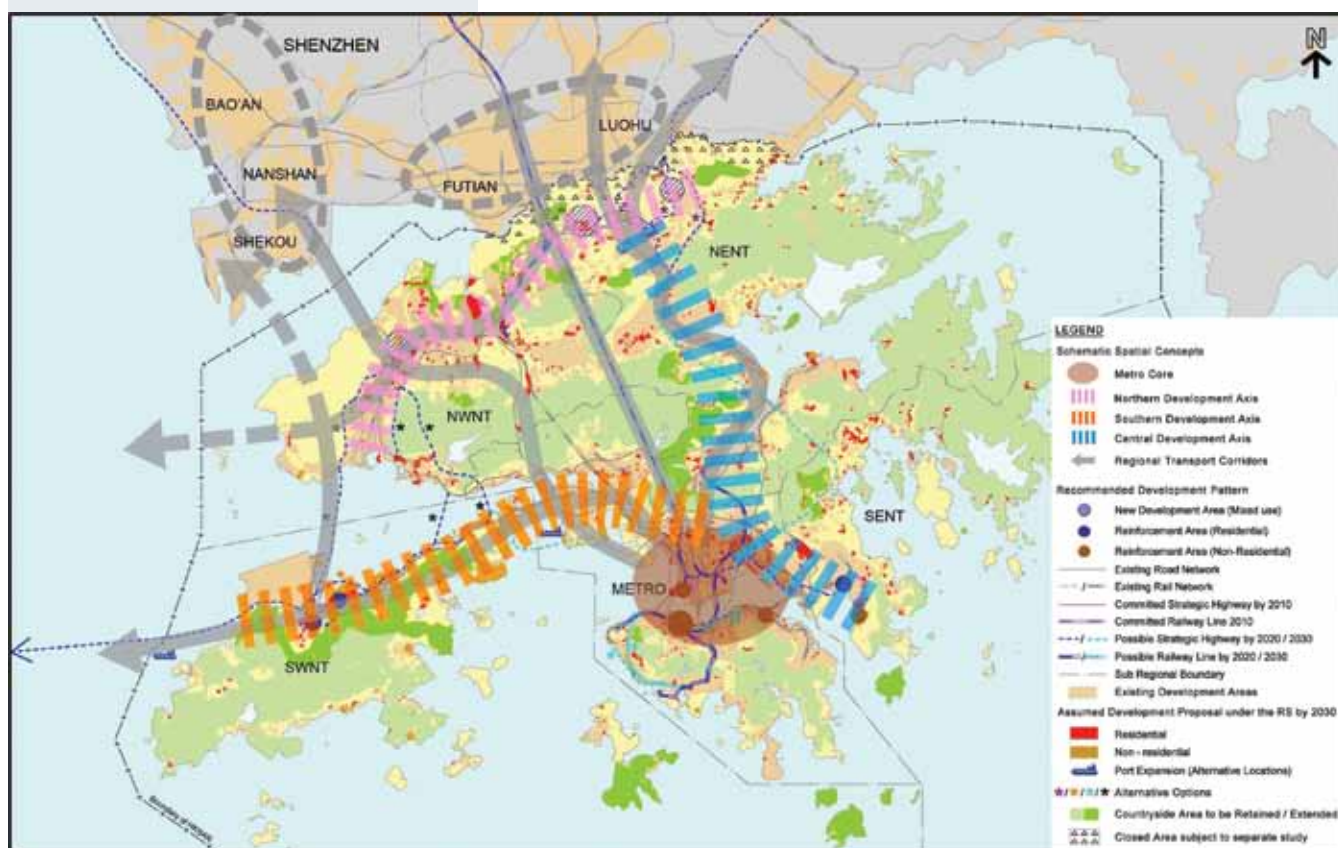
Hong Kong 2030 Study

The Hong Kong 2030 Study, completed in 2009, updated the Territorial Development Strategy for the city. It recommends, on the basis of a series of assumptions, a spatial environment to respond to various social, economic, and environmental needs. The HK2030 Study involves a process of public engagement that facilitates debate on many important issues regarding future development of Hong Kong. A recommended development pattern based on the public comments was derived from the process. The outcome is a strategy to leverage the existing urban infrastructure, concentrate on the reuse and recycling of the old urban fabric, and do more with less. The theme also seeks to shift the conventional wisdom of having a grandiose plan towards placing an emphasis on sustainable growth.

Recommended development pattern of Hong Kong from the HK2030 Study

Hong Kong has a vision to become Asia's World City. Building on its financial success, it is competing with other reputable international cities such as New York City and London. These great cities share a balance of features promoting livability, including waterfront development, a high-quality public realm, open-space networks, a unique urban identity, landmark developments, urban regeneration, heritage conservation, housing, and transport and mobility choice. Another thing these great cities have in common is strong leadership—a true champion with a strategic city vision, backed by a clear policy framework, sound governance, and proactive decision making supported for the most part by a participatory planning process.

Hong Kong is a mature, compact city well known for its skyline and panoramic views from the Peak, with high-density development on either side of Victoria Harbour. The city offers public transit, including its world-renowned mass transit system providing access to 95 percent of the city. However, the rapid pace of development threatens the city's identity and character—its heritage, harbourfront, vibrant streets, and street markets. The challenge for Hong Kong is to build on its strengths to create a sustainable Asian city.





Hong Kong is working to enhance its waterfront and improve the quality of its public realm and open space to strengthen the city's image and identity. This will increase its distinct advantage as a high-density compact city strategically located in the Pearl River Delta, a gateway to China.

Hong Kong skyline

Singapore Concept Plan 2001

Before 1960, Singaporeans had little identity of their own. Now they are striving for a strong national identity. Singapore possesses a diversified economy with worldwide markets geared to secondary and tertiary production. Scientific and technological methods have been implemented in its industries on a large scale. Singapore's Concept Plan 2001 maps out a vision for the city for the next 40 to 50 years, based on a scenario that puts population at 5.5 million inhabitants. The Concept Plan 2001 was put together after the public was engaged in the process through focus groups, online feedback, public forums, dialogues, and exhibitions throughout the city.

Singapore demonstrates an extraordinary case of economic development, which has stayed ahead of the world's current pace. The city thinks ten years ahead, being proactive rather than reactive and constantly monitoring and evaluating its development.

This can be seen in the Marina Bay development. In its first stage, the revised concept plan in 1991 included a decentralization policy to avoid overloading of the city centre; it envisioned a new downtown wrapping the city around Marina Bay and involved further reclamation to shrink the size of the bay to create a sense of enclosure. Over the years, many plans and reports have been developed to achieve these objectives. They include physical planning as a means of attaining economic, political, environmental, and social goals, and also using Marina Bay as a water reservoir. In this way, Singapore has planned in a careful and comprehensive way, benchmarking itself against other successful cities such as New York City and Sydney. It strives to emulate those cities and achieve multiple goals, striking a balance between significant new developments and regeneration projects.

Marina Bay development, Singapore



PlaNYC

In PlaNYC, a design for the sustainability of New York City, Mayor Michael Bloomberg outlined his vision for the city over 25 years. The plan is expected to set priorities for the refurbishment of the city's infrastructure. Significantly, it calls for more city control over large-scale developments with the creation of a new authority composed of both city and state officials. The plan has three major components—OpenNYC, preparation for a sharp rise in the city's population; MaintainNYC, repairs for aging infrastructure; and GreenNYC, conservation of city resources, with a goal of reducing carbon emissions by 30 percent.

Vancouver Downtown Plan

In 1991, Vancouver started to implement what became one of North America's most visionary and inspired plans. Designed to reverse the effects of urban sprawl, the Downtown Plan proposed an urban design philosophy with a high-density typology that rezoned downtown for residential use, transforming it into a place to live and work. The type of building that satisfied the city's intentions was the podium, with its characteristics of high densities and mixed-use development.

The Downtown Plan and development of the podiums resulted in a downtown that has no freeways and is completely transit and pedestrian oriented, with home, work, and services all in proximity. The downtown public realm was transformed into a walkable, humane urban environment. The result produced community identity and social life within a rich variety of market and nonmarket housing for mixed-income residents.

Hong Kong has one of the most vibrant economies in the world. However, it is important for the city to strike a balance among economic, environmental, and social sustainability. Hong Kong has the opportunity to be a world-class city and a truly great place to live, work, and play. It should focus on the quality of city life in redefining a long-term vision for a sustainable city.

A paradigm shift is needed for the city to focus on longer-term value creation rather than short-term economic gain in order to reposition Hong Kong as a great city—a model for aspiring cities around the world.

A Strategic Vision

Although the Hong Kong government has a vision for the city to be Asia's World City, it is important to define what constitutes that vision. Hong Kong needs a true champion, an integrated, strategic city vision, a clear policy framework, and a proactive approach to guide its future development. Isolated and piecemeal development can be avoided through districtwide visions developed through a bottom-up approach engaging the community. Each district should have well-developed three-dimensional urban design plans that complement other district plans as they work towards a shared vision of the city.

Development strategies and district-level plans that integrate new development and regeneration—including adaptive use of some existing buildings in older urban areas and high-quality public space—are needed. All government departments should work together to achieve the common city vision. It is important to clarify for the community, developers, and various stakeholders that the city's long-term success does not depend solely on high commercial value, but also on social and environmental sustainability to ensure a better quality of life for the people of Hong Kong.

2

Create Great Places

Adopt a place-making approach

Any new development or redevelopment in a city should be viewed as an opportunity to create great places—as a way to improve the district and add long-term value. This presents an opportunity for integrating new developments with existing areas, with all the attendant economic, cultural, and social benefits.

Although developers are motivated to build a commercially successful development, they should also pay attention to the scale and design of the development, respect the surrounding area, and integrate the project. A place-based approach is essential in order to create a unique sense of place and sustainable development.

A Place-Making Approach

The principles of a place-making approach are:

- Ensure high-quality design to reflect the character of the surrounding community to stimulate activity and economic vitality.
- Integrate public spaces with landscaping, attractive street furniture and public art to create a sense of place; allow flexible use of space and promote private events that bring vitality to the area and stimulate social interaction.
- Promote pedestrian connectivity by creating integrated blocks, tree-lined streets, and pleasant walkways, as well as comfortable, well-marked, continuous streets that are vibrant, providing a rich pedestrian experience.

Taikoo Place

Taikoo Place is a high-end commercial complex located in Quarry Bay to the east of the central business district in Hong Kong. The 3.6-hectare development consists of six Class A office towers. Though built on separate plots at different times, all the buildings are connected by footbridges and are within walking distance of the Mass Transit Railway (MTR) interchange station at Quarry Bay. This development has been well integrated with the surrounding area and the district over time, creating a unique sense of place and character.



Taikoo Place, Hong Kong

Life Hub @ Daning

Life Hub @ Daning is a mixed-use retail development on a 5.5-hectare site in Shanghai's urban district. It was developed in several phases and includes a two-kilometre pedestrian promenade. The development's gross floor area (GFA) above ground is 200,000 square metres; below ground is 45,000 square metres of space. The project consists of a total of 15 buildings with 11 plazas and open spaces. It offers pedestrian-friendly, retail-lined streets, with bicycle parking on the ground floor and space to park 1,200 cars in the basement. The development is close to the Metro station—within 80 metres of the Metro line and buses.

The site had no access on three sides, and the existing road was congested. Four roads were built within the site. Retail facilities and internal vehicular connections created a big debate, but the development is trendy while respecting local tradition with stylish shop fronts that are functional and flexible.

The site is in a central location in the urban district of Zhaibei, one of four developments in Shanghai. Initially it was hard to market the project, but finally the mall opened successfully; after 20 months, it is at full occupancy.



Life Hub @ Daning, Shanghai

Roppongi Hills

This 11-hectare complex in Tokyo incorporates office space, apartments, shops, restaurants, cafés, movie theatres, a museum, a hotel, a major TV studio, an outdoor amphitheatre, and a few parks, all in one giant mixed-use site. The centrepiece is the 54-storey Mori Tower. The developer's stated vision was to build an integrated development where high-rise inner-urban communities allow people to live, work, play, and shop nearby in order to eliminate commuting time.



Roppongi Hills, Tokyo

- Create a high-quality public realm that enhances the appeal of the pedestrian environment, strengthens the sense of place, and supports a diverse range of activities.
- Establish a unique identity with landmarks and public space as a gateway to the development to create an attractive destination.

Using a place-making approach, large-scale new development can enhance the surrounding area to create a character and personality in line with the district vision. It is important to pay attention to how the building touches the ground to create a place, rather than a project. Blank walls result in empty streets and isolate the development from adjacent areas.

Hong Kong could be branded as Asia's Great Harbour City and strive to be a consistently livable, walkable, and sustainable city, striking a balance between global visions and local aspirations. It is important to promote a high-quality public realm and green infrastructure to ensure creation of a high-quality pedestrian experience within a sustainable built environment with first-class public places in harmony with nature.

Creation of community, with consideration given to the existing urban fabric and social capital of the surrounding district, is important. While Singapore is successful in terms of planning for integration of the city with the urban grid, its original social fabric is often not retained within the same area.

3

Extend the Urban Grid

Develop to an appropriate scale and density

Large-scale development tends to result in superblocks that disrupt connections to surrounding districts—in essence, isolated development. If planned with appropriate block size, development density, scale, typology, and mix of uses, large-scale developments can become more integrated with the surrounding area, minimizing isolation. If large-scale developments are properly designed, they will become places to be shared by the community and will create a sense of place and meaning for the district. Integrated developments become attractive landmarks where people can live and work, and which people will visit and sustain over a longer period. These integrated developments attract user and stakeholder investment, making them more successful commercially.

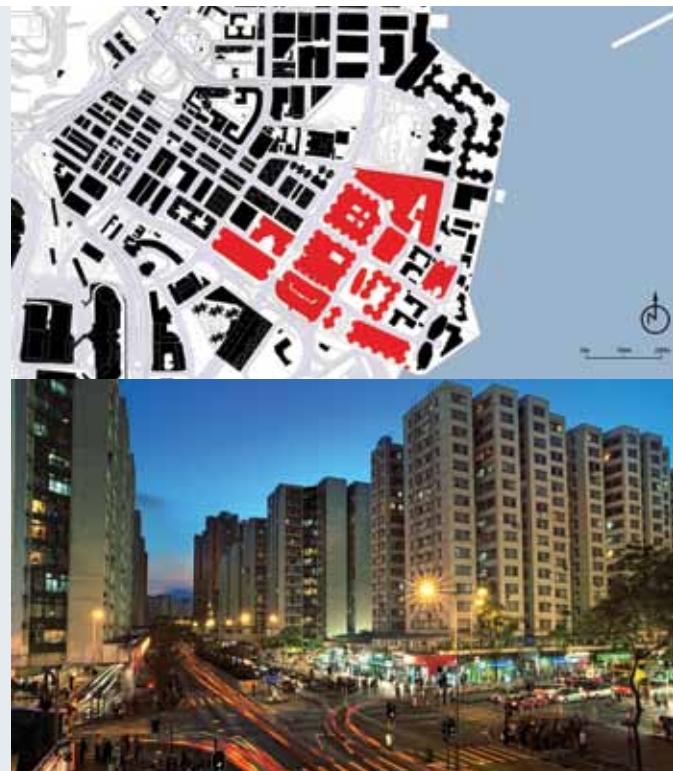
It is important to ensure a high level of walkability within the site, as well as to and from the development. Narrow, short streets are ideal for pedestrian connectivity. More intersections per unit of area slow traffic, while walking routes become more direct and enticing. Streets that are short and relatively narrow are well scaled for pedestrians. They put buildings, shops, trees, and other streetscape elements all within walking distance.

Whampoa Garden

Whampoa Garden, the first development of Hutchison Whampoa Properties Group (HWPG), is a redevelopment of a Kowloon dockyards site located in Hung Hom facing Hung Hom Bay in Victoria Harbour. It was built using a “garden city” concept, adapting to the high-density living environment in Hong Kong. As a nod to the site’s history, a shopping mall was built in the shape of a ship in the original Number 1 Dry Dock.

This 16-hectare comprehensive development area (CDA) site was developed to a plot ratio of 5 with 710,000 square metres of residential uses and 157,000 square metres of nonresidential uses. It includes 88 residential towers with a building height of 52 mPD (metres above principal datum)—due to airport height restrictions—atop a one-and-a-half storey retail podium development with a basement. It includes 10,431 flats ranging in size from 33 to 102 square metres. Whampoa Garden has an average block size of 75 metres square, each containing six to 14 towers and its own communal courtyard and playground in the centre. Roads within the site are privately owned and managed by the developer.

With a total current population of about 34,000, Whampoa Garden is a popular residential neighbourhood known for its community, and its recreational amenities and shopping open to both residents and nonresidents. The public open space, located at the first-floor podium level, is connected by footbridge and is linked to the vibrant life of the street. The resident committee is actively involved in safeguarding the interests of the community.



Top: Integrated development at Hung Hom District;
above: Whampoa Garden, Hong Kong

Landmark East

Landmark East is a new commercial redevelopment complex in the centre of the industrial Kwun Tong District in East Kowloon of Hong Kong. It has two office towers with integrated street-level open space, allowing pedestrian movement and street-level continuity with the adjacent areas. The twin 36- and 34-storey towers have a total of 1.2 hectares of energy-efficient office space, and the development provides 3,400 square metres of landscaped open space.



*Landmark East,
Hong Kong*

Appropriate Development Scale

It is essential to look at the scale of the district before looking at the scale of the building. Hong Kong has the advantage of being a compact city with convenient transport access, and the Mass Transit Railway (MTR) connects places extremely well with other districts. But because of a project-based approach, recent large-scale projects tend to be less integrated with the existing urban fabric, leading to limited or no public space at grade.

Developers do not wait for a district to improve; they create isolated developments that are inward looking. This attitude of developing isolated gated communities does little for the long-term sustainability of the city. It is important to take heed of the existing grid, penetrate it, and extend it. More recent station-related developments with public spaces above ground are not well integrated with the existing urban fabric.

What scale of development is appropriate to integrate well with the existing urban grid? How can developers build large-scale developments while providing public space and district integration?

Building synergy with mixed uses above the station is good, but it should not create isolated development. Station-related development should promote better accessibility throughout the district, not just provide connections to transit and neighbouring buildings. A larger development site may be needed in exchange for designation of more public space within the station-related district development.

Integrated Blocks

It is pertinent to sharpen rules, promote good urban design choices, and offer smaller integrated blocks with pedestrian- and transit-friendly



*Bird's-eye view
of IFC and Hong
Kong Station*

International Finance Centre

The International Finance Centre (IFC) is an integrated commercial development on the waterfront of Hong Kong's Central District. The 5.7-hectare development consists of two towers. At 88-storeys, IFC 2 is the second-tallest building in Hong Kong and has a Four Seasons hotel adjacent to it. The Airport Express Hong Kong Station and the transport hub are directly beneath it.

The IFC development is seamlessly connected with Exchange Square and the Central District to the south by footbridges on the second level—providing connection and access between the IFC development and surrounding areas—and it is linked to the MTR. In this way, it is more integrated at the upper level than at ground level, providing limited pedestrian connectivity at grade. IFC 2 does have an interface at grade with a street-level entrance, and the Four Seasons hotel opens onto the podium level.



*Langham Place,
Hong Kong*



*International
Finance Centre,
Hong Kong*



*Kowloon Station
development,
Hong Kong*

development. These transit-friendly developments should be supplemented with retail and mixed-use multifunctional development, and the rules should control the overall size of the development. However, small sites, if too small, may not suit development size and carrying capacity.

Development on a site may not be viable if it is less than 50,000 square metres, while development larger than 150,000 square metres may create isolated blocks. However, a superblock does not necessarily mean a super building; development can be broken down into smaller blocks that are well integrated.

The integrated block, an alternative to superblock development, includes pedestrian routes within the site to make it more permeable and thereby more secure and safe. Priority should be given to walking, putting people first in order to possibly lower carbon emissions. Making the streets more pedestrian friendly while allowing access to a well-managed public space is important.

Liverpool ONE

Liverpool ONE is a 17-hectare mixed-use complex in Liverpool, U.K., with retail, residential, and leisure uses. It is an open development that retains many of the street patterns shoppers and visitors have been familiar with for a long time. Through comprehensive redevelopment, the city centre now has over 168 retail shops, 23,000 square metres of leisure space, a two-hectare park, apartments, hotels, and a new bus interchange. This open development creates a link to the waterfront between the west and east sides of the city while revitalizing the city centre, which has suffered from underinvestment and decline in recent decades.

Six different districts were planned within this large site, and each has a different character involving more than 25 architects. Included in the development are an informal district; retailers on arcades, streets, and squares; a specialty department store; and a park. Old buildings are reused, and there are multilevel linkages among all the districts.



Liverpool ONE, Liverpool, U.K.

4

Open Up Public Space

Provide accessible public open space

Provision of public open space in private developments is a trend for new urban developments in high-density cities like Hong Kong. However, the question often arises: in reality, how openly accessible are these new “public spaces”? Ideally, public open space at ground level should be physically and visually connected to public open space at upper levels, encouraging its use by the public. But many newly created spaces are difficult for a majority of the public to reach, and often the exercise of fundamental public rights in these spaces is restricted or even prohibited. As a result, pedestrian access to public open space within private developments has become a major concern in Hong Kong.

Public Open Space

The Hong Kong government aims to improve the urban environment by providing public spaces in private properties and encourages developers to provide these spaces by offering a bonus plot ratio. Hong Kong needs to develop a strategy to integrate landscaping, public art, and civic functions, and to improve the connectivity of public open space in private development to the surrounding urban areas to create a continuous and high-quality public realm.



Exchange Square

Exchange Square

Exchange Square has a site area of 1.5 hectares consisting of three Class A office towers and high-end retail uses within the podium, plus public open space above. The ground level houses a public transport interchange (PTI) that provides service to different parts of Hong Kong. The Exchange Square development is well connected at the upper level to adjacent developments with a network of footbridges, pioneered, owned, and managed by the developer. It also has high-quality accessible open space at the podium level that includes fountains and sculptures, outdoor seating, and dining opportunities. Because the open space is at the footbridge level, it is visually and physically accessible, and it is well managed and popular among office workers, residents, amahs, and visitors throughout the day on weekdays and weekends. However, pedestrian connectivity at ground level is compromised by the vehicle-dominated road network and the PTI at grade.



Accessible podium-level open space at Exchange Square



IFC

The International Finance Centre envelope is transparent, and because it is not required at the ground level, open space was built at the fourth level over the podium. Frequented by office workers and mall visitors using the bars and restaurants, the space is less accessible to the general public and sees a comparatively lower visitor rate. The atrium lacks connections to the street level, forcing pedestrians to move to the upper podium level to get access to the open space. Furthermore, while the rooftop gardens provide pleasant views of the skyline, they get little daytime use. It would be ideal to put the public space at multiple levels, including the footbridge level, with visual and physical access for pedestrians.

It is important that public and pedestrian space be a place for people from all walks of society, including young and old, rich and poor. Side-walks should be wide, landscaped with high-quality paving, and attractive in order to bring pedestrians close to buildings. Space should be well defined, with walking routes and bicycle paths provided where feasible.

Because of Hong Kong's high-density development and specific physical and social conditions, there is a limited amount of open space within the



Greenbelt

Greenbelt is a mixed-use development in Manila, the Philippines, located within an 11.7-hectare site area with 347,000 square metres GFA; it was developed in five phases. Central to the development is a three-hectare park. The development offers an unconventional “garden wall” design and gives the city centre both an urban and natural feel. The natural elements in the historic park virtually grow into the terraced building, weaving through the meandering open-air plazas, courtyards, and pathways; they also provide outdoor seating for restaurants and cafés nearby. Elevated walkways ensure ample exposure for retailers as well as offer visitors comfortable transitions from the street to the centre and the park.

Greenbelt, Manila, Philippines

Times Square

Hong Kong's Times Square is a major multistorey shopping centre and office tower redevelopment complex in Causeway Bay, connected to the MTR via a lengthy subway. The development has an accessible public open space at ground level, with a giant television screen that is popular during the New Year's Eve countdown and other programmed events. In 2008, a public open-space controversy was sparked by complaints that private security guards attempted to keep people from lingering in the public area. Since then, there has been a wider campaign in Hong Kong to reexamine provisions for public open space and the government quid pro quo with property developers.



*Times Square,
Hong Kong*

Concord Pacific Place

Concord Pacific Place is an 82-hectare mixed-use master-planned waterfront redevelopment project in the downtown core of Vancouver, British Columbia. The new community is woven into the fabric of the adjacent city grid; it provides public access to the waterfront along its entire length and maintains the view corridors through the project to the northern mountains. It is respected as a self-sufficient community with a range of neighbourhood retail uses, services, and amenities.



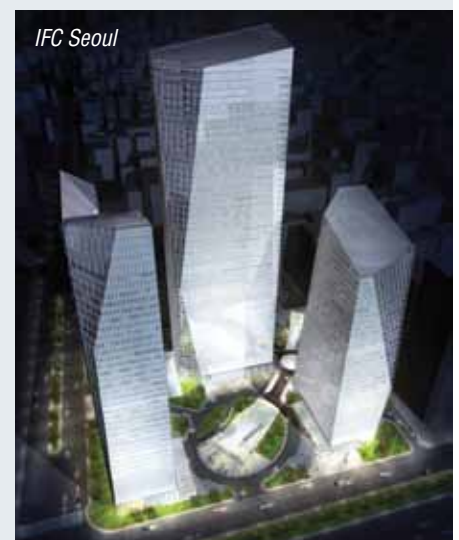
*Concord Pacific Place,
Vancouver, British Columbia*

urban area that has the potential to bring different groups of the society together. In the older urban areas, the street markets act as the open space, but their role is compromised by traffic congestion. Street markets are also threatened by urban redevelopment, though the community has made several attempts to save them.

Developments with high-quality public space that emphasizes green space, real lawns, trees, seating, and play areas will add long-term value. Too much of Hong Kong's limited public space is hard paved without shade or plants—and in those spaces that do have greenery, it is placed in obstructive and left-over areas or in raised planters that cut down on usable space. Also, because developers gain concessions for providing public space in private development, that space should be clearly delineated and physically and visually accessible from the street. If it is not possible to provide a direct view of the public areas, a clear wayfinding system should be provided, and the public should have free access to them.

International Finance Centre Seoul

International Financial Centre (IFC) Seoul is a ten-acre mixed-use development that contains three office towers, a hotel, and retail facilities. In Seoul, 30 percent green area is required at grade level. To minimize cost, the developers placed retail space below grade, with seven levels excavated—half for retail space and half for parking. The excavation cost around US\$40 million, and retail development cost US\$160 million. It is financially viable because the development has free floor/area ratio (FAR)—that is, the FAR does not include cost for land below grade. This approach results in a win-win situation: below-grade retail space created a value of more than US\$100 million above cost while the green area at grade provides a street-level plaza for pedestrians.



IFC Seoul

5

Integrate Infrastructure

Ensure transport and infrastructure integration

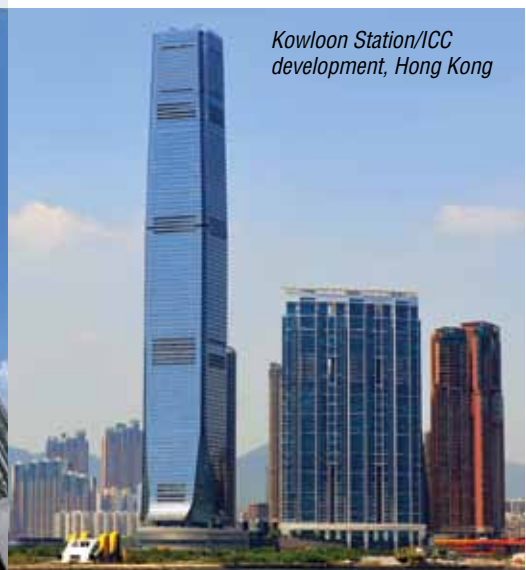
Station-related mixed-use developments in Hong Kong are built to high standards and provide seamless connection to transit. The challenge moving forward is to better integrate these developments with surrounding areas.

Large-scale developments should be well integrated with infrastructure and the surrounding transport network, and enhance the interface at the ground level. Planning should not only focus on the area within the site

Kowloon Station Development

Kowloon Station, located on the West Kowloon reclamation, is a 13.5-hectare podium development that includes 16 residential towers, a shopping centre, hotel uses, and office space. The podium integrates the transport interchange—for public buses, cross-boundary coaches, minibuses, and taxis—and provides public and private open space as well as recreational and communal facilities, giving the project a total GFA of about 1 million square metres.

The focus of the site is the landmark International Commerce Centre (ICC) tower, the tallest building in Hong Kong at 118 storeys. Though the Kowloon Station development is commercially successful, it is isolated by the vehicle-dominated road infrastructure; it has only one footbridge connection to the West Kowloon waterfront and very little street-level interface. Seamless connection within the site is in the form of the popular Elements shopping mall and the MTR, but restricted or no integration with the surrounding area limits pedestrian access from neighbouring districts, such as Jordan and Tai Kok Tsui. In the Express Rail Link West Kowloon Terminus (XRL WKT) project, a footbridge and a subway will link to the Kowloon Station, with an additional at-grade pedestrian deck connecting to the West Kowloon Cultural District (WKCD). For linkage to WKCD, the master layout plan of Kowloon Station has also allowed support for three footbridge connections. This will ensure that the Kowloon Station is better connected to the wider district in the future when the footbridge, subway, and at-grade connection systems are in place.



Kowloon Station/ICC development, Hong Kong

Tokyo Midtown

Tokyo Midtown is a mixed-use development in Minato, Tokyo, Japan, that was completed in March 2007. The \$3 billion project includes office, residential, commercial, hotel, and leisure space, as well as the tallest building in Tokyo—Midtown Tower—and the new quarters of the Suntory Museum of Art. The project site takes up 7.9 hectares previously occupied by the Japan Defense Agency in the Roppongi area of Minato, less than 0.8 kilometres from the similarly scaled Roppongi Hills development. The 6.9-hectare urban infill project includes a 248-metre skyscraper surrounded by five buildings with luxury apartments, high-end retail space, 311,000 square metres of office space, and a world-class medical facility. The development is well integrated into the adjacent areas through a large open space at grade. It is also well connected to the Roppongi railway station along the Toei Oedo Line. The location of the railway and the at-grade open space help make Tokyo Midtown a success in terms of accessibility.



Tokyo Midtown, Tokyo

boundary, but also consider the site context and the impact of the development on the surrounding area. A development, if viewed independently, may be successful, but may not truly succeed in a wider context and may even be detrimental to the district.

With Hong Kong's continued growth, increasingly larger portions of the city have been zoned as comprehensive development areas (CDAs) and are being transformed into luxurious shopping malls and commercially successful developments, such as Kowloon Station. These developments are often part of urban infrastructure projects, which result in isolated “city within city” developments that are poorly integrated with their surroundings. Recent developments have raised public concerns about isolated and walled developments—concerns that have led to the formation of advocacy groups in Hong Kong.

Infrastructure Integration

The amount of ground-level space allocated for infrastructure use within and around a development site, as well as the surrounding road footprint, dictates the presence or absence of street-level interface. Public transport interchanges (PTIs) are underused because they are often larger than needed and become wasted space. Regulations require MTR to be well connected with PTIs, which helps increase ridership. Pedestrian and footbridge linkages are important. Underground parking is not technically feasible in some situations because the station occupies a large portion of the site. Parking below grade is financially viable in places with high land prices, high rental incomes—such as the International Finance Centre (IFC) development—and good public transport connections.

In Hong Kong, the footbridge system and the Mid-Levels escalator are two success stories. The footbridges in the Central District connect buildings from Shueng Wan all the way to Wan Chai and provide convenient pedestrian access away from traffic congestion on the street below. Extensive use of footbridges has also led to an increase in sterile, vehicle-dominated streets. The Mid-Levels escalator was envisioned as a link to connect Mid-Levels to the Central District to provide pedestrian access and alleviate traffic congestion. Although not very sensitively designed, it is well integrated and has been a huge success—a catalyst in organically regenerating the older urban area of the Central District in a remarkable way.

It is important to integrate new developments with the surrounding old areas of Hong Kong and preserve the city's heritage and culture. The Express Rail Link West Kowloon Terminus (XRL WKT) station is planned to better integrate with the old urban areas and Kowloon Station nearby. The plan calls for an accessible open space at the ground level by reducing infrastructure requirements at grade.



Top: Central Mid-Level escalator, Hong Kong; above: footbridge in Wan Chai, Hong Kong

Integration of land use and transport at the district and city levels is important; there is a need for both physical and social integration. Urban integration and pedestrian connectivity are the priorities and need to be well defined because many Chinese cities may follow Hong Kong development patterns and use them as models for success.

Roppongi Hills

Although surrounded by vehicle-dominated road infrastructure and built over a podium, Roppongi Hills in Tokyo has edges more sensitive to the development's surroundings and interfaces well with adjacent developments. Major pluses are enhancement of the existing park and creation of a network of meandering landscaped public open spaces to seamlessly integrate the development with the surrounding area. The Roppongi Hills development breaks down the podium language so that a majority of the edges fold down to street levels, allowing for multiple and smoother entries to the development, including real gardens and sculpture plazas.



Roppongi Hills, Tokyo

6

Activate the Streets

Enhance street level interface and continuity

Langham Place

Langham Place has an area of about one hectare and has a GFA of more than 160,000 square metres. This renewal project under a private/public partnership aims to modernize the old urban area of Mong Kok. It consists of a 15-storey shopping mall, a 59-storey Class A office tower, a five-star hotel, and community facilities. Due to the environmental constraints of the area, the developer built the public open space indoors with a glass atrium that imitates an outdoor environment. However, this form of public open space has caused management issues and confusion for users regarding whether the space is public or part of the shopping mall. A poor environment at grade immediately surrounding the development has resulted in the closure of a number of entry points to the development.

Langham Place, Hong Kong



A human-scaled street network causes traffic to slow down and makes walking and biking more direct, varied, and attractive. The tighter the street grid, the fewer the detours to a destination and more interesting the pedestrian experience. Short, narrow streets are pedestrian friendly and offer good opportunities to connect with the surroundings.

Buildings should meet the street in a pedestrian-friendly manner to ensure that streets are vibrant and active. Hong Kong is known for its vibrant street life, especially in the older urban areas. However, new development areas typically consist of large podium blocks that are connected at upper levels by footbridges and have very little street interface.

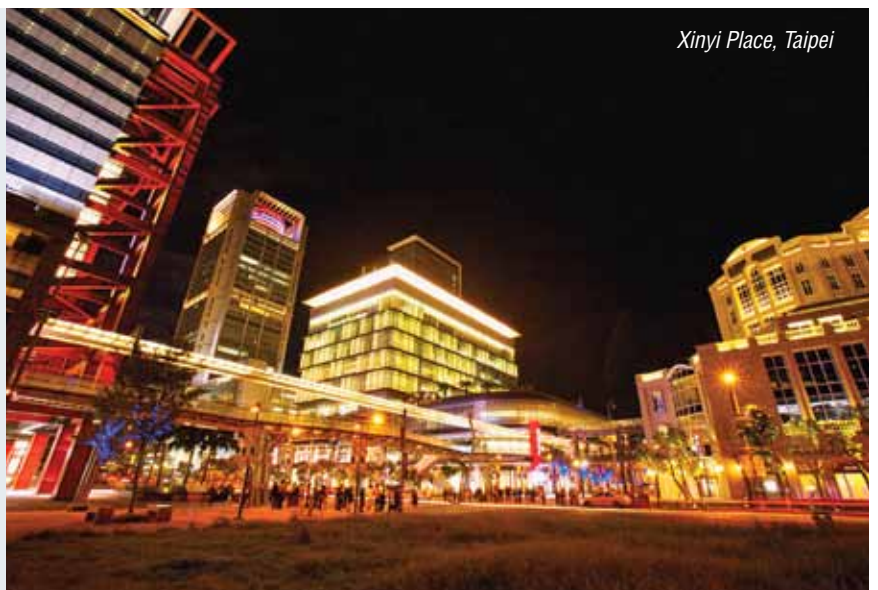
The footbridge system is popular, providing important linkages between buildings and allowing convenient pedestrian movement, but it should not make the streets sterile or replace the street-level connectivity. If pedestrians are separated from the street level, it is likely to lead to more vehicle-dominated streets, resulting in isolated developments that are hostile to pedestrians.

Street-Level Interface

There is a strong relationship between the size of the block and the road footprint surrounding the block, both of which determine the amount of activity on the street. The scale of the block and the street width determine the use of the street and how friendly it is to pedestrians. Larger blocks tend to have wider streets that are geared to facilitate faster movement of traffic and that become unfriendly to pedestrians. They also lead to developments that have less street-level interface. Finer-grain devel-

Xinyi Place, Taipei

Xinyi Place is one of the projects undertaken as part of construction of a new city centre for Taipei. With the strategic vision to remodel the Xinyi District as the economic, cultural, and administrative centre of Taipei City, Taipei's urban planners, following the traditions of prudence of their Japanese predecessors, established meticulously detailed specifications for the districts. These include height limits for buildings, regulated street widths, and even designated types of plants to be grown in the new area, all to ensure a pleasant pedestrian environment and movement on the ground level and on footbridges that link different developments within the district.



Xinyi Place, Taipei

opment and narrower streets have a more human scale and encourage pedestrian use with street-level interface and continuity.

Cities should have great tree-lined streets, and developments should have proper interface with those streets. How the building meets the street will influence how pedestrian friendly the development is. If a development has created a street with blank walls, that street will be empty and less vibrant. In the older urban areas in Hong Kong, buildings have animated street frontage and provide a diverse range of active uses, which results in vibrancy. In the city's older districts, such as the Tsim Sha Tsui, Mong Kok, and Sheung Wan areas, "social memory" exists that provides a sense of place, safety, and security.

Therefore, in the planning and development of a site, pedestrian accessibility at the street level should always be a priority. This will result in cities that are more walkable and livable. A strong sense of place and community ownership, as is evident in the older urban areas of Hong Kong, can also be reintroduced within newer developments.

Large-scale developments include car parking and other pedestrian-unfriendly uses. These should be placed at the basement level to avoid

Marina Bay Financial Centre

Marina Bay Financial Centre (MBFC) in Singapore has a site area of 3.5 hectares and GFA of 436,000 square metres. It is well connected with other developments, such as the Marina Bay Sands Resort, Singapore Flyer, Gardens by the Bay, Esplanade Theatres, boutique hotels, and serviced apartments, forming a close cluster with a high-quality public realm, open space at grade, and a promenade along the waterfront.



Marina Bay Financial Centre, Singapore



Typical podium development in Hong Kong

Olympic Village, Vancouver

Development of the Olympic Village for the 2010 Winter Olympics was built around the idea of Vancouverism, an urban design technique pioneered in Vancouver. It is characterized by mixed-use developments—typically of medium height with an active commercial base, mid-rise residential towers to accommodate and preserve view corridors, and lively streetscapes. It is worth noting that the Olympic Village offers public access to a high-quality waterfront promenade that was completed while the development behind it was still under construction.



*Olympic Village, Vancouver,
British Columbia*

creation of blank walls leading to dead streets. Bonus plot ratios for developing open space and public amenities at grade and constructing underground car parks should be encouraged. The car park ratio could also be lowered further because Hong Kong's transit system is very well used.

7

Keep It Flexible

Facilitate good urban design and flexible zoning

Development in Hong Kong often occurs opportunistically without a link to a citywide vision. The goal of developers is to ensure that their developments are commercially successful, which tends to focus on short-term gains. Although some developers are socially more responsible, most are not focused on the long-term benefit of the city and its people. While developers feel they are playing by the rules—for example, they bid for the land and build the maximum GFA allowed—it is the government's role to set the rules for developers to follow, allowing enough flexibility to promote good urban design and more integrated development. Developers that create successful, integrated, and sustainable developments should be commended so that creation of isolated developments in the future is discouraged.

Development in Hong Kong occurs too quickly, leaving little opportunity for conservation of historic buildings or preservation of traditional character. Integration of new and existing developments, the traditional and modern, and Western and Asian style is important. For example, historic buildings should be reused in a new context; high-rise buildings should keep the old neighbourhood feel. However, because development generally occurs at a quick pace and solely with the interests of developers considered, these types of social values often cannot be realized.

Comprehensive Development Area

In Hong Kong, the majority of large-scale developments are in the comprehensive development area zone. This zone was introduced as a temporary planning measure for major developments such as above-railway depots and MTR stations. CDA zoning is a type of land use designated in statutory town plans, where it is intended for comprehensive development/redevelopment of the area for residential and/or commercial uses with the provision of open space and other supporting facilities.

This zoning was put in place to facilitate appropriate planning controls over the development mix, scale, design, and layout while taking into account various environmental, traffic, infrastructure, and other constraints. CDA developments are built on large sites that allow developers to build large-scale residential, commercial, and mixed-use projects. These developments often result in large shopping malls, and although they are well organized within, their relationship with their surroundings is often poor.

CDA zoning can be imposed statutorily on either large sites with obsolete uses held under single ownership, or on a host of small sites held under multiple ownership. CDA zoning is intended for high-density comprehensive development to provide an attractive townscape and the necessary facilities in an appropriate location.

Design Guidelines—Singapore

Singapore's Urban Redevelopment Authority has development control parameters that serve as a working plan towards achieving the objectives stated in its strategic plan. Urban design guidelines recognize the importance of public-realm infrastructure at the pedestrian level for a higher-quality open-space and urban environment. Singapore's regulatory approach promotes high-rise greenery through more relaxed guidelines with the goal of creating a more pleasant and softer cityscape, as well as achieving other sustainability benefits. Singapore's development control guidelines have a clear base and bonus-plot-ratio calculation, setback requirements, guidelines for the height of the building edge and size of the podium, and parameters for all types and scale of development.

Successful examples of the impact of these guidelines are the Singapore River redevelopment that creates destinations at Clark Quay, Boat Quay, and other locations, and the recent Marina Bay development. Emphasis on the public realm and the quality of the pedestrian environment ensures a high-quality city life. Urban design plans are developed at the district level in line with both the overall strategic plan for Singapore and detailed urban design guidelines drafted to guide developers even before the site is listed for sale. The clarity of the vision and flexibility of the process through which the city negotiates and works closely with developers towards a common city vision ensure that new development promotes urban design excellence, provides a higher-quality pedestrian and green environment, and adds long-term value to the city.

Zoning Control— New York City

In New York City, the Department of City Planning follows the Zoning Resolution—a large body of legislative text that indicates the allowable density, use, and envelope of any given piece of private property in different districts with detailed yet flexible regulations governing design and operations. Because it emphasizes the diverse scales of design—from the skyline of the city down to how each building touches the street—the zoning text can become extremely detailed, focusing on tower-top forms or ground-floor entries and transparency levels.

A primary driver for the building bulk control is to safeguard street-level exposure to the sky. Bonus floor/area ratios (equivalent to bonus plot ratio in Hong Kong) are provided to encourage developers to dedicate or incorporate such spaces as an open plaza or a street-level arcade in their projects to improve environmental quality and pedestrian comfort.

Appropriate design guidelines and independent urban design review before the project goes for approval by the Town Planning Board (TPB) would be required. CDA zones should result in good urban integration, with pedestrian connectivity at both upper levels and the street level. The overall townscape, the amenities to be provided, community and recreational facilities, and infrastructure should be envisaged early on. More streets should be integrated within the CDA sites to allow for urban grid penetration and street continuity.

Good Urban Design

The government should facilitate good urban design through urban design review, planning, and regulatory framework. With a clear strategic city vision in place, there should be enough flexibility to negotiate with big developers for the public good and keep a balance of diversity to promote social harmony.

The community is becoming more vocal about its concerns regarding large-scale new developments, with the help of think tanks, concern groups, and nongovernmental organizations such as Civic Exchange, Central Western Concern Group, Designing Hong Kong, and others. It is becoming increasingly difficult for the government and developers to ignore these groups and their call for integrated developments that are pedestrian oriented, offer community benefits, and deliver long-term value to the city. The regulatory framework has not caught up with such current issues as heritage preservation and good urban design; all good ideas seem to stop at the TPB. The government needs to take a more proactive approach. This can be done by making the TPB independent, setting up urban design review panels, and revising the regulatory framework accordingly. An independent TPB with an independent secretariat chaired by a nongovernment representative and including an urban design review panel would ensure creation of more context-sensitive and sustainable development in the future.

Zoning needs to be changed to enable mixed uses, including a mix of public, private, and affordable housing. A system to integrate retail, commercial, and residential uses could be put in place to further encourage mixed-use development. The planning system and the zoning mechanism should be revisited. The Outline Zoning Plan is one of the key tools, but it is very two dimensional for a vertical city like Hong Kong. Urban design should become an integral part of the planning process. Planning should be done at the district level, with specific urban design plans in three dimensions.

Guidelines should exist to ensure high-quality development while allowing for flexibility to achieve developments that add long-term value to the

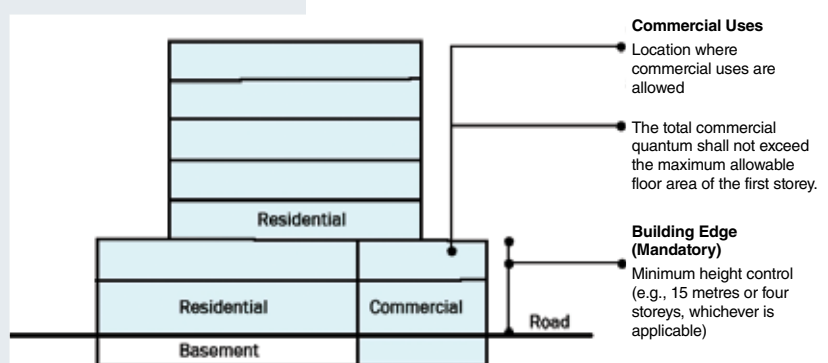
Zoning and Urban Design Panel—Vancouver

Vancouver's Urban Design Panel, composed of design professionals from the public and private sectors, gives impartial and professional advice to the director of planning, the Development Permit Board, or the city council on any proposal or policy affecting the community's physical environment. In particular, the panel offers advice on significant development permit applications that are to be reviewed by the planning director or the Development Permit Board, as well as comprehensive rezoning applications and other projects of public interest. The panel also assists the city's Planning Department and the city council in the formulation of urban design policy and criteria, including the design and interrelationship of all physical components of the city.

The panel is strictly an advisory body that makes recommendations. It does not have the authority to approve or reject projects or to make policy decisions, but the director of planning values its comments. The process has helped usher in significant improvements and positive changes to the urban form of Vancouver and helped the city top the Mercer Quality of Life survey and rank as a successful city of high-quality urban design.

The city has implemented social bonus zoning, in which developments with high density also have to provide amenities and public benefits. This increased the popularity of the podium template among developers—because it translates into more profit—as well as among the public and the city's Planning Department. In typical Vancouver urban design, the podium introduces space for public art, community facilities, a small park, a daycare facility, small offices, retail space, and services on its base structure while many residents are housed in its tall, thin towers. The podium, with its towers set back from the edge and its base structure appropriately scaled, almost obscures the towers from the view of a pedestrian at street level adjacent to the development. Such design in some cases may also incorporate townhouses on the base to create a pedestrian-scaled, mixed-use neighbourhood.

Vancouver Urban Design Panel



A cross-section of a typical development in Vancouver

city. Hong Kong does not need rigid controls; it needs guidelines to direct new development according to sound principles to promote good urban design. Flexible zoning, urban design guidelines, and design review panels could provide some design control. The key is to promote urban design excellence in line with the strategic city and district vision, as is done in other cities like New York City and Vancouver.

Commission for Architecture and the Built Environment, U.K.

The Commission for Architecture and the Built Environment (CABE) was established in 1999 to give independent expert advice to help cities create better buildings and high-quality public spaces. CABE provided much-needed independent design advice at the local-government level and was instrumental in promoting good urban design. However, its funding support was withdrawn in 2011.

A coherent decision-making process is required with a mechanism in place to evaluate and approve development projects on the merits of good urban design, community benefit, and long-term value for the city. The government should provide incentives to facilitate good urban design and ensure provision of high-quality public space in integrated and sustainable developments—all with the goal of creating a great, world-class harbour city.

8

Promote Sustainability

Go beyond sustainable building design

Sustainable building design is important to ensure resource efficiency and environmentally friendly developments. It is equally important that large-scale development be well integrated with surrounding areas. Furthermore, it is important to follow sustainable development principles and urban design guidelines to ensure the developments remain integrated and sustainable in the future. During planning, the focus should not be solely on the sustainability of buildings within the development; it should also consider the development's sustainability, its integration with the adjacent areas, and its impact on the district and the city as a whole. Buildings that are successful within the site may not be truly successful and may have a negative impact in a wider context.

Citywalk

Citywalk, a residential development with a shopping centre within a two-hectare site in Tsuen Wan, is the first green shopping mall in Hong Kong. At its centre are Citywalk Piazza and Vertical Garden, with landscaped water features to improve air quality and a hybrid chiller system to recycle wastewater. Citywalk is integrated with the area by a wide entrance at ground level that increases the visibility and accessibility of the public space within. In exchange for a bonus GFA concession, the developer dedicated a portion of the ground floor to creation of a public passage. The public-space courtyard in the centre has a good width-to-length ratio and proportion of major to minor space, and provides a variety of seating arrangements and configurations. Lower density and a decrease in the number of towers could have eliminated walled development and offered long-term value to residents and the area.



Citywalk, Hong Kong

Tokyo Midtown

Tokyo Midtown, a mixed-use development in Minato, Tokyo, Japan, consists of 564,000 square metres of floor area that is concentrated in one quadrant of the site, leaving more than 40 percent of the project area reserved for an expansive urban park that links to the community greenbelt. The development offers several sustainability features and works to go beyond building sustainability to offer a truly green development.



Tokyo Midtown, Tokyo

Sustainability at the neighbourhood and district levels should be encouraged, with consideration given to the quality of the pedestrian environment at the street level and enhancement of walkability and livability at the district and city scales. Policies and incentive programs need to be in place to encourage development that is environmentally, socially, and economically sustainable. Green building certifications along the lines of the U.S. Green Building Council's Leadership in Energy and Environmental Design–Neighborhood Development (LEED-ND) guidelines would be a good place to start, but they need to be locally adaptable to the Hong Kong context in a way similar to that of the Hong Kong Building Environmental Assessment (HK BEAM) Plus program. Developments need to focus beyond the sustainability of buildings to incorporate sustainability at a neighbourhood and district scale. A sustainable approach promotes the enjoyment of a development by its current inhabitants and by future generations. The government should take the lead to mandate green building, including requiring neighbourhood-level certifications for new developments and adaptive use of existing buildings.

When redeveloping an area, government and developers should think about the people already living at the site and in the surrounding area. Relocation disrupts social networks and leads to gentrification, so it

HafenCity

HafenCity Hamburg, Europe's largest inner-city development project, is striving to become a blueprint for European city-centre development at the water's edge. This new 157-hectare urban space accommodates a mix of office and residential uses, as well as retail space, restaurants, bars, and cultural and leisure facilities. The area's central urban location, mixed uses, lively atmosphere, and innovative development process set it apart from similar projects. The quality of its architecture and open space design is also outstanding.



HafenCity, Hamburg, Germany

would be best to offer a percentage of the residents the choice of returning to the district after redevelopment is complete. The recent URA flat-for-flat scheme is a welcome sign showing that policy is moving in the right direction. A provision should be enacted requiring that developments offer a mix of public and private housing in order to give people a choice, and that, in exchange for bonus plot ratios, they make 15 to 20 percent of the units affordable, as is required in some U.S. cities and cities in other countries. This will help ensure that the developments promote social sustainability and integration, as well.

The recent sustainable building design guidelines proposed by Hong Kong's Council for Sustainable Development are but a first step. Guidelines governing building setbacks, building gaps, and stepped podiums based purely on air ventilation assessments will not be able to ensure integrated developments. More specific urban design guidelines should be proposed and included as part of the regulatory framework in order to ensure sustainable and integrated developments at the street, district, and city levels.

Development including vertical greening of buildings and green roofs that allow urban farming should be encouraged where feasible with bonus plot ratios in order to reduce the heat-island effect evident in urban areas. Ecological sustainability should also be considered, and development in environmentally sensitive areas should be discouraged to the extent possible, especially in outlying areas.

New York City

New York has several sustainable public and private buildings certified under the LEED program, as well as several programs and policies in place to encourage sustainable construction. The city also pays attention to sustainability at the neighbourhood, district, and city scale. Great care is taken in developing the regulatory framework, building controls, and urban design guidelines to ensure that the developments are well integrated into the city fabric.

New York is a city of neighbourhoods, and there is a good network of public open spaces within private developments along the streets linking to the waterfront open space. Streets are pedestrian friendly, and there are several parks in the city to enhance the quality of life for residents.

New York City is now home to great sustainable and people-oriented projects, such as the High Line and Brooklyn Bridge Park. The High Line, built on a disused elevated railway line, has not only revived the railway heritage, but also provided an opportunity for reinvigorated sustainable new development flanking the park, providing accessible, well-integrated public open space in the heart of the city.

Brooklyn Bridge Park, which is partially open while construction continues, is intended to be a world-class amenity that reflects the history and character of the Brooklyn waterfront. It has been dubbed New York's "next great park" by many, and for good reason. The Brooklyn Bridge Park Conservancy has high aspirations for the park as a mixed-use development serving the people of the Greater New York region and beyond.



Engage People Early on

Enable upfront public engagement

Vancouver

Vancouver has extensive experience with public engagement in the planning and urban design process. It has a well-established procedure for guiding public engagement and incorporating citizen input in order to improve development policies and programs towards creating a better city development.

Before 1992, the city's typical planning process was "DAD"—decide, announce, defend. Draft plans were prepared by the staff at the city council's direction. When the draft plan was put out to the public, the response from residents was invariably to question why they had not been involved in developing the plan. The council soon realized it needed to revamp the planning process to engage residents from the beginning.

From 1992 to 1995, Vancouver developed CityPlan, a broad, new, citywide strategic plan ensuring that the public engagement process was resident driven from the start. Vancouver's Urban Design Review Panel plays an important part in ensuring that new development integrates well with neighbouring areas and contributes to the overall city vision.

In 1997, the Community Visions program was launched to bring the CityPlan to the neighbourhood level and get communities to work with the government. A district vision for the future is created based on the CityPlan directions and community needs and aspirations.

West Point Grey is the community that went through the Community Visions program most recently. Its community vision, endorsed by the city council on September 23, 2010, includes improvements for general walking and biking routes, provision of bike parking and racks, allowing new housing types, and other initiatives.

Public engagement is a comparatively new concept and practice in Hong Kong. The city's Planning Department, which considers itself a pioneer in this area, is trying to make the planning process as transparent and impartial as possible, although these efforts tend to prolong the process. Community members still have some concerns about how much their input is actually considered in plans. As per comments from the ULI workshop, the planning process should involve more stakeholders and integrate people from diverse backgrounds to obtain input at an early stage. Upfront public engagement is important so that there is a clear vision for the area and issues do not surface later on. Before the land is sold to the developer, there should be clarity on the vision for how the development should proceed as well as clear urban design guidelines.

In the case of the Kowloon Station development, debate continues even after its completion about its development scale and lack of integration into the neighbouring areas. How do you measure the success of a development? It is well known that the Kowloon Station development is very successful commercially, with multiple high-end office and residential towers, including the popular Elements shopping mall in the podium. It may be a good investment for people who work and live there, but adjustments are needed to overcome its lack of integration, connectivity, and accessibility to the neighbourhood. It is yet another large, isolated development with tall towers. Opportunities to integrate the development with the surrounding area should be explored so that it becomes more accessible from neighbouring districts and adds vibrancy and long-term value to the city.

Public Engagement in Hong Kong

The process of public engagement is changing, as is evident from the recent Kai Tak, URA, and West Kowloon Cultural District (WKCD) developments. The government and the community have put a lot of effort into the engagement process; however, it is not perfect, and the community continues to raise many concerns, which the government has had difficulties addressing. In some cases, there seems to be uncertainty on the part of developers stemming from a lack of a clear strategic vision at the city and district levels and the lingering community concerns not addressed earlier in the process. In most cities, it is common for the government to negotiate with developers to ensure that developments offer more public open space, better landscaping, streetscape enhancements, and amenities for the community. There seems to be a lack of transparency, a shortage of trust on the part of the community, and a perception of collusion between the government and developers in Hong Kong.



Public engagement in Hong Kong

The city relies too heavily on private developers to do social good. The bottom line for private developers is to be well received by shareholders. From an investor's point of view, the most important issue is that tenants lease space and pay rent, that retailers are successful, and that residential units sell well. But developers should also consider community needs. At present, private developers are under no obligation to follow the outcome of consultations regarding how an area or development should be developed. Multiple project stakeholders should be involved as early as possible in the planning, urban design, policy framework, zoning, and implementation stages, including when decisions are made about transport and infrastructure development.

New York City

In New York City, public engagement is an integral part of the plan-making process. Up-front consultation leads to an effective public engagement process, such as was undertaken for the redevelopment of the World Trade Center site, which allowed people to take ownership of the city development process. A clear city vision is in place, and specific urban design guidelines have been refined over time to ensure that developments carry out the city vision. The city vision also provides clarity for developers. Major developments go through a review and negotiation process with the Planning Department under the guidance of the director of city planning and the chair of the City Planning Commission. New initiatives such as reclaiming streets for public spaces are developed with public engagement to ensure a higher quality of life for the people of New York City.

London

The London government believes that planning decisions should be made at the local level whenever possible. The Department for Communities and Local Government helps decentralize the power of the government and meet the people's aspirations on housing, putting communities in charge of planning. The department sets policy to support local government, communities and neighbourhoods, regeneration, housing, planning, etc.

The department has developed the "Good Practice Guide to Public Engagement in Development Schemes," intended to provide practical advice for all those involved in public engagement in schemes that require planning consent.

The U.K. government has offered planning aid for people since the 1970s to get them involved in the development of their local areas. Free and independent professional planning advice is provided to community groups and individuals who cannot afford to pay professional fees.

10

Manage, Control, and Coordinate

Implement coordinated management control

MTR Developments

To bring about coordinated management control, efficiency is the key. For large-scale developers such as MTR, with projects like Kowloon Station/ICC and the Hong Kong Station/IFC development, the driving factor is coordinated management control and efficiency. Without proper management coordination and control, money and time are wasted and efficiency is lost. Flexibility is another key benefit of coordinated management control, allowing a focus on the target client base and its needs rather than adherence to a rigid management system that leaves no room to adapt to changing demand. Multiple uses and convenient transit options also fit well with this philosophy. In both of these MTR developments, MTR rail and buses provide ample opportunities for more sustainable and efficient transit.

Coordinated management control enables large-scale developers to do more with less. This is a smart way to approach large-scale development rather than having giant bureaucratic structures in place that ultimately reduce efficiency and the overall flexibility of the development. In this sense, MTR developments provide a good model for development implementation and coordinated management control.

How large-scale developments are managed will greatly influence how they are used and function. The roles of ownership and management control do not need to be the same. A development with multiple owners can contribute to diversity, but one owner with multiple designers can also contribute to diversity. The key is coordinated management control, whether that management is by the public or private sector, or involves a single developer or multiple developers. For coordinated development control, an overall management program is needed. Whether ownership involves a single party or multiple parties is less of an issue; it is coordinated management control among the various parties involved that is the key to success.

Development Financing Model

MTR is using its development rights to offset some of the costs of developing its rail lines; currently the Shatin-Central MTR line is subsidized by the government with separate land sales. Without private development, the railway can still be financed with the development rights on government land, with the railway having greater input on development control. Of note is that neither the West Island Line nor the XRL & Austin Station are using the MTR financing model.

Center City, Philadelphia

In Philadelphia, the Center City District (CCD) aims to maintain the Center City as a clean, safe, well-managed place. CCD was established in 1990 as a private sector-directed municipal authority authorized to provide security, cleaning, and promotional services for five years, beginning in 1991. After that, property owners supported CCD, and it will continue to serve the city until 2015. CCD crews work as a supplement to the city of Philadelphia to ensure that the Center City's sidewalks are clean and free of graffiti. Their cleaning program consists of daily, recurring manual and mechanical sidewalk sweeping; evening sidewalk cleaning; and bimonthly power washing of sidewalks and graffiti removal. CCD also has uniformed on-street patrols to help prevent crime. It took over some streetscape-improvement works in order to supplement required maintenance by property owners and encourage them to improve the public spaces. CCD helps reinforce the Center City as a vibrant place to work, live, shop, and visit. It distributes brochures and pamphlets, and organizes entertainment events to promote the exciting experience that can be found in the Center City.

Business Improvement Districts

In North American cities, corporate leaders, property managers, and small retailers will support business improvement districts (BIDs). These organizations were initially set up to enhance the safety, cleanliness, image, and competitiveness of city centres, but they also engage in place making, marketing, branding, and related services. They aim to make cities livable, commercially viable, and more competitive. BIDs are primarily funded by self-imposed assessments—constituting 87 percent of revenues—in an effort to bring more opportunities for businesses and people in the city centre. BIDs play an important role in and contribute significant resources and effort towards changing the perceptions of downtowns. BIDs are good for the city as a whole, contributing new energy, new vitality, new resources, new leadership, and vision.

Hong Kong can adapt the concept and create BIDs, as well as community improvement districts (CIDs), which can ensure creation of pedestrian-oriented, environmentally friendly, and sustainable developments that are better integrated into the surrounding area. Private developers can take the lead to form BIDs/CIDs and work with community groups to bring about developments that not only are commercially successful, but also benefit the community and add long-term value to the city and for the people of Hong Kong.

Marina Bay Development Agency, Singapore

The Marina Bay Development Agency is a department of the URA of Singapore and is responsible for planning, design, implementation, coordination, management, branding, and place marketing for the project, including programming of events. The agency sets clear urban design guidelines to ensure that the overall master plan and public realm development are coordinated to create great places on the waterfront. It has developed public projects and initiatives such as Gardens by the Bay and organized public events such as the Formula 1 auto race and festival events that help put Marina Bay on the global map. Marina Bay provides opportunities for the public to enjoy its waterfront, making it a successful place. This creates a successful brand before the development is completed, a sense of ownership, and long-term value for the community, making Marina Bay even more attractive for private investment.

South Bank Partnership, London

Formed in 1994 under the joint chairmanship of two local members of Parliament, the South Bank Partnership coordinates and monitors initiatives to improve the South Bank, Waterloo, and Blackfriars areas of London. It brings together officers and councilors from the London boroughs of Lambeth and Southwark, members of the South Bank Employer's Group, and two local members of Parliament. The partnership has the objectives of protecting local environment and infrastructure and promoting good urban design; tackling crime and improving community safety; educating local people to enhance their employment prospects; promoting equality of opportunity; encouraging sustainable economic growth; and promoting consultation in local regeneration projects. The South Bank Employers Group consists of 15 major organizations, which are mainly focused on improving the urban environment and facilities, marketing the area to attract visitors, and supporting the community and residents on regeneration projects.

Conclusion

The way forward

What's Next?

The ULI Ten Principles for a Sustainable Approach to New Development are intended to influence future large-scale developments in Hong Kong and the region. They promote creation of great places that are more pedestrian and environmentally friendly. They aim to ensure that any large-scale new or redevelopment project is well integrated into its surroundings, is more sustainable, and will add long-term value to the city. The target audience for these principles is the public sector, private developers, academicians, and the community.

The Ten Principles could be used to help guide the form of future development in the city. The next step is to review building regulations established in the development process and see what changes may be needed to ensure that more sustainable and integrated developments are achieved. These principles can be followed to develop urban design guidelines at the district level that take into account the identity and unique character of the area. The Ten Principles and the urban design guidelines together could help the Town Planning Board when it makes decisions about new and redevelopment projects in Hong Kong. With the help of an urban design panel under the TPB, more integrated pedestrian-friendly and environmentally sustainable developments are achievable. This will add long-term value to the city and improve the quality of city life.

HafenCity, Hamburg, Germany





*Singapore River waterfront,
Singapore*

The ULI Ten Principles for a Sustainable Approach to New Development, as guidelines for future development/redevelopment projects, will encourage more integrated and sustainable development and bring an ecologically friendly and greener future to Hong Kong. These principles are applicable beyond Hong Kong and can help transform cities in the region into more walkable, livable, and sustainable places.

Tokyo Midtown, Tokyo



Appendix 1

ULI Workshop

As part of the Sustainable Approach to New Development (SAND) study, ULI North Asia on September 10, 2010, convened a workshop attended by stakeholders from the fields of academia, development, investment, design, and planning, as well as members of the community. A total of 48 people attended; 34 were divided into three groups to discuss in depth different topics related to large-scale developments.

The workshop started with a welcome by Raymond Chow, chairman of ULI North Asia. He introduced the SAND study to the participants, indicating that ULI North Asia was recently awarded a Community Action Grant by the ULI Foundation and also received some local funding support to undertake a new research project, the SAND study in Hong Kong. He highlighted the aim of the study—to formulate an alternative approach that will result in more sustainable and integrated large-scale developments that are environmentally friendly and pedestrian and transit oriented.

Greg Clark, ULI senior fellow, then made a presentation titled “The Role of Large-Scale Developments in Shaping a Sustainable City,” and discussed the need for large-scale developments and urban regeneration for global cities, and the criteria for successful developments.

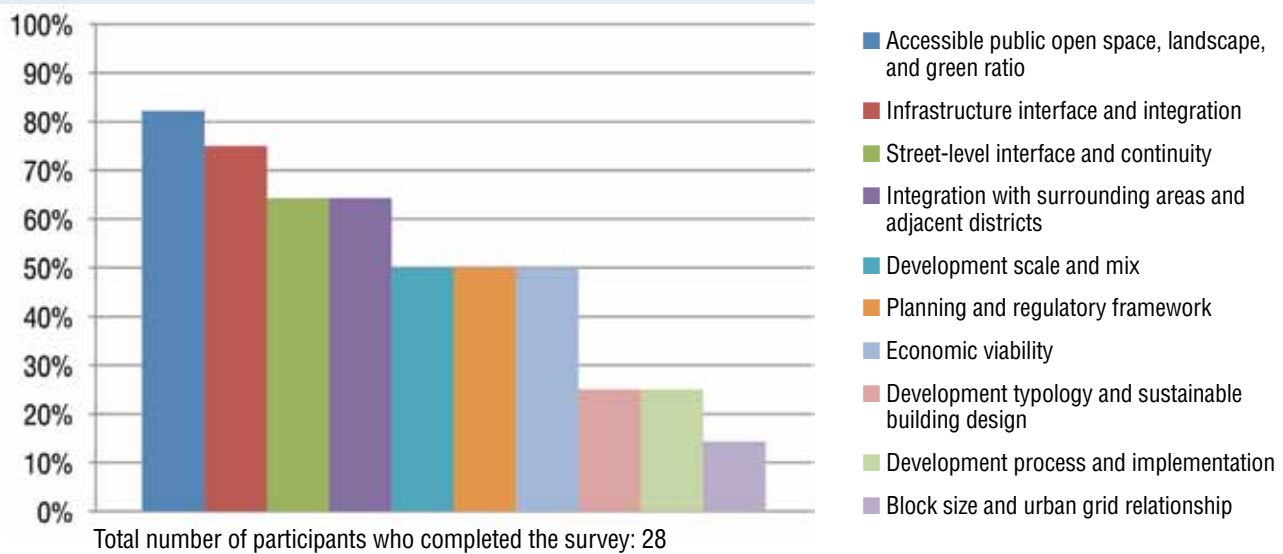
Dr. Sujata Govada, project director of the SAND study, then introduced the study's objectives and methodology, highlighting some of the key issues related to recent large-scale developments in Hong Kong and benchmarking them against regional and international case studies undertaken. At the end of the presentations, there was a floor discussion, which was followed by an informal survey of participants regarding some of the key issues identified.



ULI workshop

Priority of Issues

After the discussion of the key issues of large-scale development, an informal survey was conducted asking the workshop participants to select five issues out of ten listed as the most important for an integrated and large-scale development. The results are shown here, indicating that accessible public open space, landscape, and green ratio constitute the top priority, followed by infrastructure interface and integration.



After a break, the break-out sessions were held, after which participants came together for group presentations. Key discussion points for each group during the break-out sessions are summarized below.

Group 1: Planning, Urban Design, and Regulatory Implications

Discussion

Most participants think Hong Kong lacks a clear strategic vision, either citywide and or at the district level, and that it cannot depend only on big developers to deliver the future development of the city. Participants also believe that the Urban Renewal Authority (URA) is undertaking most redevelopment, and that because development occurs at a quick pace, opportunities for conservation of historic buildings are often lost or compromised. It was noted that in addition to modernity, multicultural flair enhances Hong Kong's uniqueness. Participants said the government should guide future development in a sustainable way and revisit its planning system and regulations with the continued involvement of the public.

The group thinks the comprehensive development area (CDA) zone is the major cause of concern because CDA sites are getting larger, result-

ing in isolated developments. The CDA zoning should not include streets and should be separated from other non-CDA sites, so that the urban grid can be extended. The group agreed that if the International Finance Centre (IFC) had not been built when it was, Hong Kong would have lost its competitive position relative to other cities like Singapore. Most tenants of the IFC are not Hong Kong companies; some are multinational companies that need a building with a larger footprint to serve as a headquarters in the region. The group believes that if the IFC were rebuilt today, public open space should be required and located on the footbridge level, which provides upper-level connections and access to the majority of the adjacent developments. The group believes that the Kowloon Station development is both a success and a failure: it is commercially very successful, but a failure in terms of urban design, providing little integration with surrounding areas. Participants acknowledged the fact that it was difficult to provide linkages when Kowloon Station was built because it was an isolated site, but that it should be more pedestrian friendly at the street level.

The group thinks planners should give more weight to community views so that public space, streets, and cities are built for people. When the street level of a site is being planned and developed, consideration for pedestrians should always be given top priority; doing so helps in creating a sense of place. The group agreed that accessibility to public space will enhance communication among people. Public space, therefore, should be at the street level to the extent possible. In addition, the Mass Transit Railway (MTR) plays a very important role in transportation in Hong Kong, providing the connection between different parts of the city.



ULI workshop

In order to consolidate the integration of adjacent districts, planning should consider a wider picture and the area as a whole. Diversity can add to Hong Kong's vibrancy and attractiveness.

The group believes that the community is becoming more vocal and that it cannot be ignored. Though the government is required to balance community and developer interests, it is finding it difficult to do so. The government, which views the Planning Department as a pioneer in participatory planning in Hong Kong, is trying to make public engagement as transparent and inclusive as possible. Also, redevelopment is essential and needs to be looked at realistically. The regulatory framework has not caught up with such current issues as heritage preservation, public space, and good urban design. All good ideas seem to stop at the Town Planning Board (TPB). The TPB needs to be independent, take into account people's aspirations and ideas, and be more participatory.

Presentation

The group presented the topics it discussed as follows:

- ☐ Development scale and mix (comprehensive development areas \neq large development)
- ☐ Street-level interface and continuity (priority to pedestrian>bicycle>car)
- ☐ Integration with surrounding areas. What happens to "public space" between large developments?
- ☐ Development process and implementation
- ☐ Planning and regulatory framework and participation
- ☐ Strategic vision—social equity

Vision—
→ Hong Kong "Hong Kong Story"
→ Global City

Group 2: Infrastructure, Transport Network, and Sustainability

Discussion

The group believes that large-podium development without any street-level interface should be discouraged; that building a transit station in the middle of nowhere or in a giant park, as proposed for the Kai Tak airport redevelopment, should be avoided (the experience in Shanghai has proved it is not feasible); and that density near stations is good. The group thinks that the quality of pedestrian linkages plays an important role in integrating a transit station with the district rather than just with adjacent buildings. It was generally agreed that planners and developers should take a holistic view of the development district where a station is located, and that the planning framework cannot be restricted to the station site alone.

Some group members think the old model of putting the transit station in the road, as used at the Mong Kok station at Nathan Road, is not ideal. Creating synergy with the mixed uses above the station is better, but development above stations should not take the form of isolated “pod” development. Station-related development should offer accessibility throughout the district, not just with neighbouring buildings. A larger development site may need to be approved in exchange for the developer agreeing to provide more public space within the station-related district development. The group thinks it is important to integrate the surrounding old areas of Hong Kong with the new development, as well as to preserve heritage and culture—for example, tying the Express Rail Link development with adjacent old urban areas. The amount of ground-level space allocated for infrastructure use and the road footprint around a development site should be minimized as much as possible because this, to a



ULI workshop

certain extent, dictates the level of street-level interface. Public transport interchanges (PTIs) are underused in some situations because they are always too large and become wasted space at the ground level.

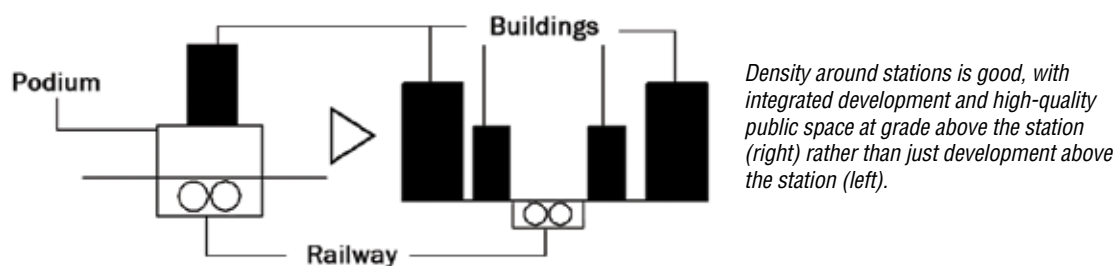
The group discussed MTR's development right and the prevalent financing model using property development to offset some of the costs of developing the rail line. It was felt that the railway can still be financed without massive private development, and that the railway could have greater development control.

The group unanimously agreed that the planning process should include early public engagement involving more stakeholders and creatively integrating people from diverse backgrounds, as was done at the ULI workshop the participants were attending.

Presentation

The group presented the topics it discussed as follows:

- Transit-oriented development to station in a park
- Density around station is good!
- Station → station district planning
- Adding station in existing neighbourhoods—value beyond commercial gain!
- Increase catchment area of stations
- Rationalize bus/minibus/longer walks
- Hostile public transport interchange



Group 3: Development, Implementation, and Economic Viability

Discussion

The group thinks that large-scale development is necessary because of the move to a global economy, and that despite advances in productivity and information technology, large firms still like to consolidate operations in one place. The scale of the district should be looked at before the scale of the building, the group agreed. Hong Kong has the advantage of being a compact city with convenient transport access, although compared with its extreme high density, there is relatively little public space and landscaping at the street level in the urban area, and pedestrian access to public space is limited, especially for large-scale new developments. It is connectivity that makes livability possible, and the government should ensure that frameworks around all scales of developments are sufficient to allow pedestrian connectivity. The group believes it is important to identify what is unique about Hong Kong and then use that to guide formulation of principles for a sustainable approach to new development.

Most developers do not wait for a district to improve, but rather make their development more like a gated community that does not contribute to the city in the long term. Infrastructure integration is a priority that needs to be defined in Hong Kong because many cities in China are following its lead on development patterns. The group agreed that there is a need to look at the bigger picture, not just money. In addition, zoning needs to be changed to enable developments to include a mix of uses and industries in order to promote the project's long-term viability. The Outline Zoning Plan (OZP) is outdated and too two dimensional for a vertical and high-density city like Hong Kong. OZP is one of the key tools governing development in Hong Kong, but it is too restrictive, and the regulations should be more flexible. A system should exist to promote more mixed-use developments to integrate retail, commercial, and



ULI workshop

residential uses, as well as mixed-income development. There should be some guidelines to ensure high-quality development—not strong design control, but instead, flexible zoning and urban design guidelines with some design control.

It is important to determine the scale of development that is appropriate for the existing urban fabric and to ensure that large-scale developments provide public space at grade and integrate well with surrounding areas and districts. Isolated developments do not contribute to the long-term value of the city. It also is important that new developments accommodate and are penetrated by the existing street grid, and that the urban grid extends into the surrounding area and district. Just as business integration is important, so, too, is physical integration at the district and city levels. Maintaining the existing social fabric is important as well. Cities need both—urban fabric and social fabric.

Some members believe Hong Kong is relying too heavily on private developers to do social good. The bottom line for developers is that they must be well received by shareholders. Developers should consider community needs, and the planning system should enable this to happen. Multiple owners can contribute to diversity, but so, too, can a single owner with multiple designers. A successful development is dependent on management and planning. Unified, coordinated management control is key to success even in the case of public/private partnerships. Because integration of new development with wider local communities is important, so is upfront public engagement.

Presentation

The group presented the topics it discussed as follows:

- Transportation and infrastructure integration
- Integration of public space and urban fabric
- Upfront community engagement
- Flexible zoning and urban design guidelines
- Definition of scale
- Mixed use and mix of industry
- Public versus private interface
- Unified/coordinated management control

ULI Workshop

ULI North Asia, Sustainable Approach to New Development

10 September 2010

Hong Kong University of Science and Technology Business Centre 15/F Hong Kong Club Building, 3A Chater Road, Central

AGENDA

- 9:00 a.m.–9:05 a.m. Welcome**
Raymond Chow
Chairman, ULI North Asia
Executive Director, Hongkong Land Limited
- 9:05 a.m.–9:30 a.m. Guest Presentation**
The Role of Large-Scale Developments in Shaping a Sustainable City:
The International Perspective
Greg Clark
Senior Fellow, Urban Land Institute, Europe, Middle East, Africa, and India
- 9:30 a.m.–9:45 a.m. Study Introduction**
Dr. Sujata S. Govada
Managing Director, Urban Design & Planning Consultants Limited
- 9:45 a.m.–10:15 a.m. Floor Discussion**
Key Issues of Recent Large-Scale Developments in Hong Kong
- 10:30 a.m.–11:45 a.m. Break-out Sessions**
- Planning, Urban Design, and Regulatory Implications
Facilitators: Bernard Chang and Phil Kim
- Infrastructure, Transport Network, and Sustainability
Facilitators: Max Connop and Oren Tatcher
- Development, Implementation, and Economic Viability
Facilitators: Clement Lau and Brandon Sedloff
- 11:45 a.m.–12:15 p.m. Group Presentations**
- 12:15 p.m.–12:25 p.m. Workshop Summary and Next Steps**
- 12:25 p.m.–12:30 p.m. Closing Remarks**

ULI Workshop Participants

Raymond Chow, Panelist
Chairman, ULI North Asia
Executive Director,
Hongkong Land Limited

Greg Clark, Speaker
Senior Fellow
Urban Land Institute

Dr. Sujata S. Govada
Project Director/Executive
Committee Member, ULI
North Asia
Managing Director
Urban Design & Planning
Consultants Ltd.

Group 1: Planning, Urban Design, and Regulatory Implications

Stefan Al
Assistant Professor
University of Hong Kong

Stephen Bradley
Member, Best Practice
Committee
Harbour Business Forum

Margaret Brooke
CEO
Professional Property Service
Group

Bernard Chang
Senior Associate Principal
Kohn Pedersen Fox
Associates PC

Wallace Chang
Associate Professor
Chinese University of Hong
Kong

David Dumigan
General Manager
Henderson Land
Development Co. Ltd.

Phil Kim
Executive Committee
Member, ULI North Asia
Senior Partner and Managing
Director of Asia
Jerde Partnership

Katty Law
Convener
Central and Western
Concern Group

Andy Lewis
Principal
AECOM

K.K. Ling
Deputy Director of Planning
Planning Department, Hong
Kong

Hendrik Tieben
Assistant Professor
Chinese University of Hong
Kong

Kenneth To
Managing Director
Kenneth To & Associates Ltd.

Group 2: Infrastructure, Transport Network, and Sustainability

Max Connop
Executive Director
Aedas Limited

Roger Ho
Executive Director
The Conservancy
Association Centre for
Heritage

Ronald Leung
Assistant Secretary
(Harbour) 2
Development Bureau, Hong
Kong

Louis Loong
Secretary-General
Real Estate Developers
Association of Hong Kong

Peter Mok
Senior Engineer/2 (Kowloon)
Civil Engineering and
Development Department,
Hong Kong

John Ng
Secretary
Hong Kong Institute of Urban
Design

Oren Tatcher
Principal
OTC Limited

Jango Wong
Senior Associate, Director of
Projects
Woods Bagot

K.S. Wong
Director and Director of
Sustainable Design
Ronald Lu & Partners

Steve Yiu
Chief Manager for Town
Planning
MTR Corporation

Paul Zimmerman
Founding Member
Designing Hong Kong
Limited
District Councillor
Southern District

Group 3: Development, Implementation, and Economic Viability

Donald Choi
Managing Director
Nan Fung Development

Jeff Huen
Associate Director
Savills

Clement Lau
Head of Development and
Valuations
Hongkong Land Limited

Fanny Lee
Executive Committee
Member
ULI North Asia

Laurence Liauw
Associate Professor
University of Hong Kong

Peter Mok
Project Manager
Development Bureau, Hong
Kong

Brandon Sedloff
Executive Committee
Member, ULI North Asia
Practice Area Leader
Gerson Lehrman Group

Francis Sootoo
Director
MVA Hong Kong Limited

Stephen Tang
Head (Kai Tak Office)
Civil Engineering and
Development Department,
Hong Kong

Owen Thomas
Chief Executive Officer
Morgan Stanley Asia Limited

Appendix 2

Kai Tak Review Panel



ULI Kai Tak review panel session at the Kai Tak site office

As a follow-up to the ULI Sustainable Approach to New Development study, a preliminary review of the Kai Tak project in Hong Kong was undertaken on December 3, 2010. Kai Tak is an important waterfront site, strategically located in Kowloon on Victoria Harbour, and falls in the Metro subdistrict. The current master plan emphasizes heritage, ecology, sports, and tourism; efforts are being made to connect Kai Tak with the surrounding districts. The redevelopment project presents a unique opportunity for Hong Kong to develop an innovative waterfront district on the former site of the airport at Kai Tak. During the ULI review panel's visit, the following issues involving Kai Tak redevelopment were discussed.

A Clear Vision and Integrated Development Strategy

The ULI panel's view is that a clear district vision and an integrated development strategy should guide the successful development of Kai Tak. The district must be seen as more than just another large-scale commercial development. The project presents a unique opportunity for Hong Kong to develop a benchmark for 21st-century cities.

Master Planning and Good Urban Design

Worthy of note are current efforts by the Kai Tak Office in reviewing the master plan to create a continuous promenade along the old Kai Tak runway and along the south apron by relocating roads farther inland and providing subway linkages to the adjacent districts for better integration. The land use distribution and mix of uses is a critical factor in ensuring the vibrancy of the Kai Tak redevelopment.

Proposed Kai Tak redevelopment





ULI Kai Tak review panel during site visit

Place Making, Branding, and Sustainability

Recent efforts to clean up the Kai Tak Nullah through bioremediation and to showcase the Kai Tak River and the Lung Tsun Stone Bridge heritage are good and need to be pursued further. Provisions in the current plan call for programming Kai Tak with the arts, heritage sites, open space, and sports and other activities. These plans should be better integrated in a way that makes Kai Tak a truly distinctive place.

Implementation and Management Challenges

The panel was encouraged by the establishment of the Kai Tak Office, led by an experienced architect/urban designer, and by its effective working relationship with the Harbour Commission. Phased implementation and management of the Kai Tak development are key to its success.

The ULI review panel's preliminary assessment is but a first step. Redevelopment may benefit from a ULI Advisory Services panel to help ensure that Kai Tak becomes a great waterfront destination at Victoria Harbour.

Kai Tak Review Panel

ULI Project Analysis Session: Kai Tak Development–Hong Kong

3 December 2010

Kai Tak Site Office

AGENDA

8:20 a.m.	Meet at Murray Building (Garden Road, Central)
8:30 a.m.	Bus leaves Murray Building for Kai Tak site office
9:00 a.m.	Welcome and Introductions Stephen Tang, Head (Kai Tak Office) John Fitzgerald, Vice President and Executive Director, Asia, Urban Land Institute
9:05 a.m.–9:30 a.m.	Briefing on Kai Tak development Stephen Tang, Head (Kai Tak Office)
9:30 a.m.–10:15 a.m.	Kai Tak Site Visit
10:15 a.m.–11:45 a.m.	Project Analysis Discussion Opening remarks: David Faulkner, ULI panel chair Regional Director, Colliers International
11:45 a.m.–12:00 p.m.	Wrap-up to Summarize Discussion
12:00 p.m.	Departure from site office
12:30 p.m.	Return to Murray Building

Kai Tak Review Panel Participants

David Faulkner
Panel Chair
Regional Director
Colliers International
(Hong Kong) Ltd.

Silas Chiow
Director of SOM, China
Skidmore, Owings &
Merrill LLP

Peter Chui
Senior Engineer/6 (Kai
Tak Office)
Civil Engineering
and Development
Department, Hong Kong

Max Connop
Executive Director
Aedas Limited

John Fitzgerald
Vice President and
Executive Director, Asia
Urban Land Institute

Dr. Sujata S. Govada
Managing Director
Urban Design & Planning
Consultants Ltd.

Phil Kim
Managing Director, Asia
The Jerde Partnership

Clement Lau
Head of Development
and Valuations
Hongkong Land Limited

Anthony Lo
Chief Engineer/Kowloon
1 (Kai Tak Office)
Civil Engineering
and Development
Department, Hong Kong

Peter Mok
Senior Engineer/2
(Kowloon)
Civil Engineering
and Development
Department, Hong Kong

Patrick Phillips
CEO
Urban Land Institute

Brandon Sedloff
Practice Area Leader,
Asia Real Estate
Gerson Lehrman Group

Stephen Tang
Head (Kai Tak Office)
Civil Engineering
and Development
Department, Hong Kong

Oren Thatcher
Principal
OTC Limited

Corina Yeung
Development Manager
Swire Properties Limited

Eric Yue
District Planning Officer/
Kowloon
Kowloon District
Planning Office, Planning
Department, Hong Kong

Appendix 3

Case Study References

Citywalk

Tsuen Wan, Hong Kong

<http://www.citywalk.com.hk/>
<http://www.visioncity.com.hk>

Developers

Sino Group
Urban Renewal Authority (URA)

Architects

Paul Tange
Richards Basmajian (interior)
Jaime Durie (landscape)
Woods Bagot (interior)

Commission for Architecture and the Built Environment (CABE)

Holborn, London, U.K.

www.cabe.org.uk

Concord Pacific Place

Vancouver

<http://www.concordplace.ca/>

Developer

Concord Pacific Group Inc.

Architect/ Planner

James K.M. Cheng Architects
The Hulbert Group
Roger Hughes Architects
Hancock Bruckner Eng & Wright

Exchange Square

Central, Hong Kong

[http://www.hkland.com/
commercial_property/hongkong_
properties/exchangesquare1and2/
index.html](http://www.hkland.com/commercial_property/hongkong_properties/exchangesquare1and2/index.html)

Developer

Hongkong Land

Architect

P&T

Greenbelt

Manila, Philippines

[http://www.ayalaland.com.ph/
greenbelt](http://www.ayalaland.com.ph/greenbelt)

Developer

Ayala Land, Inc.

Architects

Architecture International
GF & Partners, Architects, Co.

HafenCity

Hamburg, Germany

www.hafencity.com

Developer

HafenCity Hamburg GmbH

Architect

KCAP Architects&Planners

International Commerce Center, Kowloon Station

Kowloon, Hong Kong

[http://www.union-square.com.hk/
welcome.html](http://www.union-square.com.hk/welcome.html)

Developers

MTR Corporation Limited
Sun Hung Kai Properties
Hang Lung Group Limited
The Wharf (Holdings) Limited
Wing Tai Holdings Limited
Singapore

Master Planner

Terry Farrel and Partners

Architects-ICC

Kohn Pederson Fox Associates (KPF)
Wong & Ouyang (HK) Ltd.

International Finance Centre

Central, Hong Kong

www.ifc.com.hk

Developer

IFC Development Ltd.

Architects

César Pelli & Associates
Architects
Rocco Design Ltd.

International Finance Centre Seoul

Seoul, South Korea

<http://www.ifcseoul.com>

Developers

American International Group
Seoul Metropolitan Government

Architect

Arquitectonica

Landmark East

Kwun Tong, Hong Kong

[http://www.landmarkeast.com.hk/
index.aspx](http://www.landmarkeast.com.hk/index.aspx)

Developer

Winsor Properties

Architect

Arquitectonica

Langham Place

Mong Kok, Hong Kong

<http://langhamplace.com.hk>

Developers

Great Eagle Group
Urban Renewal Authority (URA)

Architects

Wong & Ouyang (HK)
The Jerde Partnership

Life Hub @ Daning

Shanghai, China

<http://www.daningdaning.com>

Developer

Shanghai Forrester (Zhabei)
Development Ltd. (subsidiary of
Chongbang Group)

Architect

RTKL

Liverpool ONE

Liverpool, U.K.

www.liverpool-one.com

Developer

Grosvenor Group

Architects

Allies and Morrison

Austin-Smith:Lord

BDP

CZWG Architects LLP

Dixon Jones

FAT

Glenn Howells Architects

Greig & Stephenson

Groupe 6 with BDP

Hawkins\Brown

Haworth Tompkins

John McAslan + Partners

Leach Rhodes Walker

Marks Barfield Architects

Page\Park

Pelli Clarke Pelli Architects

Squire and Partners

Stephenson Bell

Studio Three

Wilkinson Eyre Architects

Executive Architects

Aedas

BDP

Brock Carmichael Architects

Marina Bay

Singapore

<http://www.marina-bay.sg/>

Developer

Marina Bay Development Agency,
URA, Singapore

Marina Bay Financial Centre

Singapore

<http://www.mbfcc.com.sg/>

Developer

BCF Development, a joint venture between Cheung Kong Holdings, Hongkong Land, and Keppel Land

Architects

Kohn Pedersen Fox Associates

DCA Architects Privates Limited

New York Department of City Planning

New York, New York, U.S.A.

www.nyc.gov/html/dcp/home.html

Olympic Village

Southeast False Creek, Vancouver

<http://theolympicvillage.ca/>

Developer/Owner

Concord Pacific Group Inc.

Architects

VIA Architecture (formerly Baker

McGarva Hart)

The Hulbert Group

Don Vaughan Associates

Roppongi Hills

Tokyo, Japan

<http://www.roppongihills.com/>

Developer

Mori Building Company, Ltd.

Architects

Kohn Pederson Fox Associates

The Jerde Partnership International

Conran and Partners

Irie Miyake Architects & Engineers

Planner

Roppongi 6-chome

Redevelopment Association

SouthBank

London, U.K.

<http://www.southbanklondon.com/>

Taikoo Place

Quarry Bay, Hong Kong

<http://www.swireproperties.com/en/our-portfolios/hong-kong-commercial/island-east/taikoo-place/Pages/index.aspx>

Developer

Swire Properties Limited

Architect

Wong & Ouyang (HK) Ltd.

Times Square

Causeway Bay, Hong Kong

<http://www.timessquare.com>

Developer

Wharf (Holdings) Limited

Architect

Wong & Ouyang (HK) Ltd.

Tokyo Midtown

Tokyo, Japan

<http://www.tokyo-midtown.com/en>

Developer

Mitsui Fudosan Co., Ltd.

Architects

SOM

AECOM/EDAW

Vancouver Urban Design Panel

Vancouver, British Columbia, Canada

<http://vancouver.ca/commsvcs/planning/udp/Udp.html>

Whampoa Garden

Hunghom, Hong Kong

<http://www.whampoa-world.com/default.asp> (shopping complex)

Developers

Hutchison Whampoa Limited of
Cheung Kong Holdings

Architect

Wong & Ouyang (HK) Ltd.

Xinyi Place

Taipei, Taiwan

<http://www.skm.com.tw/120/index.asp>

Owner/Developer

Shin Kong Mitsukoshi

Architects

HCCH & Associates, Architects &
Planners

Liu Kuo Landscape Co.

Project Staff

Project Director and Report Author

Dr. Sujata S. Govada

Dr. Sujata S. Govada is a member of the ULI North Asia Executive Committee, managing director of Urban Design & Planning Consultants Limited (UDP), and an adjunct associate professor at the School of Architecture, the Chinese University of Hong Kong. She is an award-winning, qualified urban designer and certified planner with over 25 years of international experience involved in practice, teaching, and research in Hong Kong, China, India, and the United States. She was educated in India and the United States, and has been based in Hong Kong since 1994. She is the principal contact for information related to the *Ten Principles for a Sustainable Approach to New Development* (www.udpcltd.com).

UDP Staff

Ravi Govada, *Communication (IMC) Strategist*

Michelle Kwok, *Assistant Town Planner and Urban Designer*

Nick Lau, *Assistant Town Planner and Urban Designer*

Winnie Yuen, *Assistant Town Planner*

Elton Chung, *Planning Intern*

Mathew Fung, *Planning Intern*

Advisers

Greg Clark, *Senior Fellow, Urban Land Institute*

Tom Murphy, *Resident Fellow, Urban Land Institute*

Keith Graham Kerr, *the Real Estate Developers Association of Hong Kong*

ULI Asia Staff

John Fitzgerald, *Vice President and Executive Director, ULI Asia*

Pamela Ku, *ULI North Asia Coordinator, ULI North Asia*

ULI Staff

Patrick Phillips, *Chief Executive Officer*

Gayle Berens, *Senior Vice President, Education and Advisory Group*

Uwe Brandes, *Vice President, Initiatives*

Heidi Sweetnam, *Vice President, Community Outreach*

Marta Goldsmith, *Senior Vice President, ULI Foundation*

Production Staff

James A. Mulligan, *Managing Editor/Manuscript Editor*

Betsy VanBuskirk, *Creative Director/Book Designer*

Craig Chapman, *Director, Publishing Operations*

Report Editor

Garfinkel Associates

Photo Credits

Cover:	<i>top row, left to right:</i> MTR; Hongkong Land Limited; Henderson Land Development Company Limited	Page 23:	Urban Design and Planning Consultants Limited (left, both images); Jerde Partnership (right)
	<i>second row:</i> Urban Design and Planning Consultants Limited (all images)	Page 24:	Urban Design and Planning Consultants Limited (middle); Passport Stock (bottom)
	<i>third row, left to right:</i> Arquitectonica International Corporation; Hong Kong Tourism Board; Urban Design and Planning Consultants Limited	Page 25:	Hongkong Land Limited (right); Urban Design and Planning Consultants Limited (bottom)
Page 4:	Hong Kong Tourism Board	Page 26:	Urban Design and Planning Consultants Limited (top)
Page 5:	Urban Design and Planning Consultants Limited	Page 29:	Urban Design and Planning Consultants Limited (both images)
Page 6:	Urban Design and Planning Consultants Limited	Page 31:	Urban Design and Planning Consultants Limited
Page 7:	Urban Design and Planning Consultants Limited	Page 32:	SOM Hong Kong (left); Elbe & Flut (right)
Page 8:	Urban Design and Planning Consultants Limited	Page 35:	Urban Design and Planning Consultants Limited
Page 9:	Hong Kong Tourism Board	Page 38:	Dalmannkai
Page 10:	Development Bureau and Planning Department, Hong Kong	Page 39:	Urban Design and Planning Consultants Limited (top); SOM Hong Kong (right)
Page 11:	Henderson Land Development Company Limited (top); Hongkong Land Limited (bottom)	Page 40:	Urban Design and Planning Consultants Limited
Page 13:	Urban Design and Planning Consultants Limited (middle); RTKL (bottom)	Page 42:	Urban Design and Planning Consultants Limited
Page 14:	The Jerde Partnership	Page 44:	Urban Design and Planning Consultants Limited
Page 15:	Urban Design and Planning Consultants Limited (map); Ryan Cheng (bottom)	Page 45:	Urban Design and Planning Consultants Limited
Page 16:	Arquitectonica International Corporation (middle); Henderson Land Development Company Limited (bottom)	Page 46:	Urban Design and Planning Consultants Limited
Page 17:	Urban Design and Planning Consultants Limited (all images)	Page 50:	Urban Design and Planning Consultants Limited (top); Civil Engineering and Development Department, Hong Kong (bottom)
Page 18:	Hongkong Land Limited (left); Urban Design and Planning Consultants Limited (right)	Page 51:	Urban Design and Planning Consultants Limited
Page 19:	Urban Design and Planning Consultants Limited (top); Ayala Land (bottom)		
Page 20:	Urban Design and Planning Consultants Limited (top left); John Zacharias (bottom left); Arquitectonica International Corporation (right)		
Page 21:	MTR (both images)		
Page 22:	SOM Hong Kong		

Project Steering Committee

Paul Blazek, *Managing Director, Aedas Limited*

Guy Bradley, *Chief Operating Officer, Swire Properties Limited*

Nicholas Brooke, *Chairman, Professional Property Services Limited*

Ian Brownlee, *Managing Director, Masterplan Limited*

Bernard Chang, *Associate Principal, KPF Limited*

Raymond Chow, *Executive Director, Hongkong Land Limited*

Max Connop, *Senior Associate, Aedas Limited*

Ame Englehart, *Director, SOM Limited*

David Faulkner, *Regional Director, Colliers International*

Mark Fogle, *Chief Executive Officer, Amur Capital Limited*

Keith Griffiths, *Chairman of Asia and Director of SA, Aedas Limited*

Paul Katz, *President, KPF Limited*

Phil Kim, *Senior Partner and Managing Director of Asia, Jerde Partnership*

Clement Lau, *Head of Development and Valuations, Hongkong Land Limited*

Fanny Lee, *Member, ULI North Asia Executive Committee*

David Schaefer, *Head, DTZ Capital Partners*

Brandon Sedloff, *Practice Area Leader, Gerson Lehrman Group*

Oren Thatcher, *Principal, OTC Limited*

Chi Chung Wong, *Executive Vice President, AECOM Limited*



1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007
www.uli.org

ULI North Asia
Unit 1, G/F, The Center, 99 Queen's Road Central
Hong Kong
coordinator@noasia.uli.org

ULI South Asia
1 Liang Seah Street, #02-12 Liang Seah Place
Singapore 189022
coordinator@soasia.uli.org

ULI Japan
COI Uchikanda Building 8F, 3-2-8 Uchikanda, Chiyoda-ku
Tokyo 101-0047
info@japan.uli.org