



2019 ULI Asia Pacific Awards for Excellence



AOYAMA BUILDING Tokyo

Developer: *GreenOak Investment Management K.K.*

The Aoyama Building is a three-year, US\$74 million renovation and strategic repositioning of a 300,000-square-foot multitenant office building located in the fashionable Aoyama district of central Tokyo.

Originally built in 1972, the structure sits adjacent to the crown prince's residence and directly above the Aoyama Itchome subway station. It was purchased in 2015 using an innovative nonrecourse financing package. The goal was to renovate the building through selective refinements to its classic architecture, a dramatic redesign and re-tenanting of its retail and amenities spaces, and extensive updating of its internal systems to meet the needs of modern tenants.

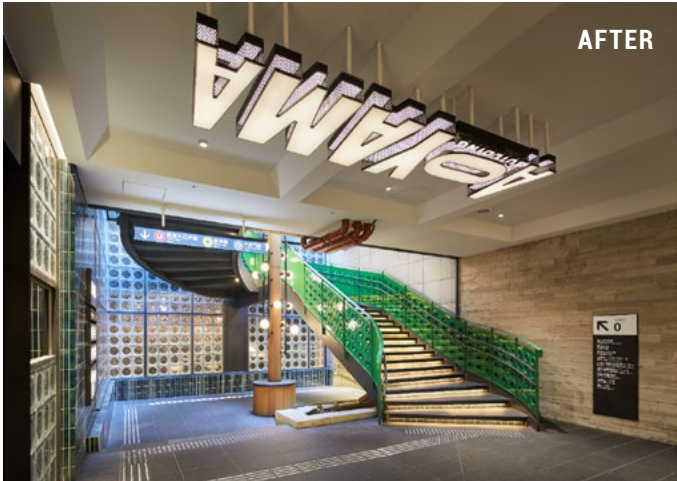
For Japan, where owners of institutional-quality office buildings generally prefer to demolish and redevelop, this was



a relatively unusual exercise. The commercial and aesthetic success of the renovation may encourage owners of similar buildings in Japan—those with strategic locations, efficient floorplates, acceptable floor-to-ceiling heights, and excellent transportation access—to follow the same path.

The renovation of the Aoyama Building created an energetic and sophisticated departure from

the building's previous format. Renovations were completed floor by floor after tenant moveouts. The facade and street front retail facilities have been repositioned and reinvigorated, adding landscaped, publicly accessible community areas and artistically distinctive visual features to the building's high-volume commuter areas. Entrances, common areas, restaurants, and retail spaces



were completely reconstructed, expanded, and re-tenanted.

The quality of the finished renovation has allowed landlords to bring the building back to 100 percent occupancy, with edgy design features attracting leading domestic and international companies in the fashion, information technology, and service industries at rents significantly higher than before. As a result, the Aoyama Building's net operating income has increased by over 70 percent from previous levels.



BARRACK PLACE Sydney

Developer: *Investa Property Group*

The redevelopment of Barrack Place, strategically located between Martin Place and Barangaroo, is part of the ongoing rejuvenation of the Sydney central business district's former warehouse precinct. Twenty-three stories tall and featuring 22,000 square metres of office and retail space, the tower received Australia's first-ever WELL Core & Shell Gold pre-certification from the International WELL Building Institute, as well as a 6-star Green Star and a targeted 5-star NABERS (National Australian Built Environment Rating System) Energy rating.

The development incorporates an array of smart and sustainable technology and was Sydney's first commercial office building to mandate an end-to-end integrated digital delivery process, creating an operational "digital twin" of the asset. Wellness and technology aspects include Bluetooth entry, various end-of-trip facilities such as towel and laundry services and bike storage and maintenance areas, advanced air filtration, a focus on natural lighting, and residential-style amenities such as feature mirrors and feature lighting.



Sustainability features contributing to the Green Star As-Built rating include:

- An under-floor air displacement system, which reduces energy use through higher supply air temperatures while allowing individual comfort preferences to be accommodated with adjustable floor grilles;
- An ultraviolet light filtration system, which keeps the cooling coils in the air-handling units clean and mould free, offering better air quality in the building;
- The Organic Response lighting system, which offers intuitive lighting zoning control that dims gradually, reducing discomfort from contrast glare while also offering energy savings; and
- Accommodation of active modes of transport such as cycling and running, which not only reduce carbon emissions, but also improve health and fitness.



Barrack Place was also one of the first Australian buildings to use smart-sensor lighting technology, providing savings of up to 78 percent on lighting costs, as well heat-mapped data that can provide insights into space use. Meanwhile, extensive greenery in the foyer and terrace areas creates a seamless connection with the outside environment.

The building design optimises the floor plate, with the building core pushed to the south, together with all lifts, amenities, and service risers. The resulting flexibility allows tenants to create inter-tenancy stair connections, while a light well cut into the north end of the floor plate draws in natural light.

Finally, the design pays homage to the site's warehouse heritage, with a custom brick facade and black steel detailing and laneways that provide, for the first time in over 60 years, direct passage from the city's Martin Place district to Darling Harbour and Barangaroo—a space now been filled with a bustling culture of bars and cafés.



COFCO LANDMARK Beijing

Developer: *Grandjoy Holdings Group, Co., Ltd*

Located on a 13,000-square-metre site just off Beijing's Second Ring Road and directly west of Beijing's historic Temple of Earth, COFCO Landmark is a new 52,000-square-metre office complex located on the former site of the Sanli department store. Construction was completed to the highest standards, offering a clean, modern aesthetic that features glass and stone walls to create a calm and timeless impression.

While striving to create a contemporary building that anticipates future design trends, the design team took pains to respect the cultural context of the area. A series of steps were incorporated into the structure, reducing building height from 13 stories to three in the direction of the entrance to the Temple of Earth. Terraced gardens on the podium roofs further complement both the temple and park.



The main 13-story portion of the complex is connected by a full-height atrium that serves as the building's main entrance and focal point. Inside, a 60-metre-high waterfall, dominates the atrium, providing a striking design

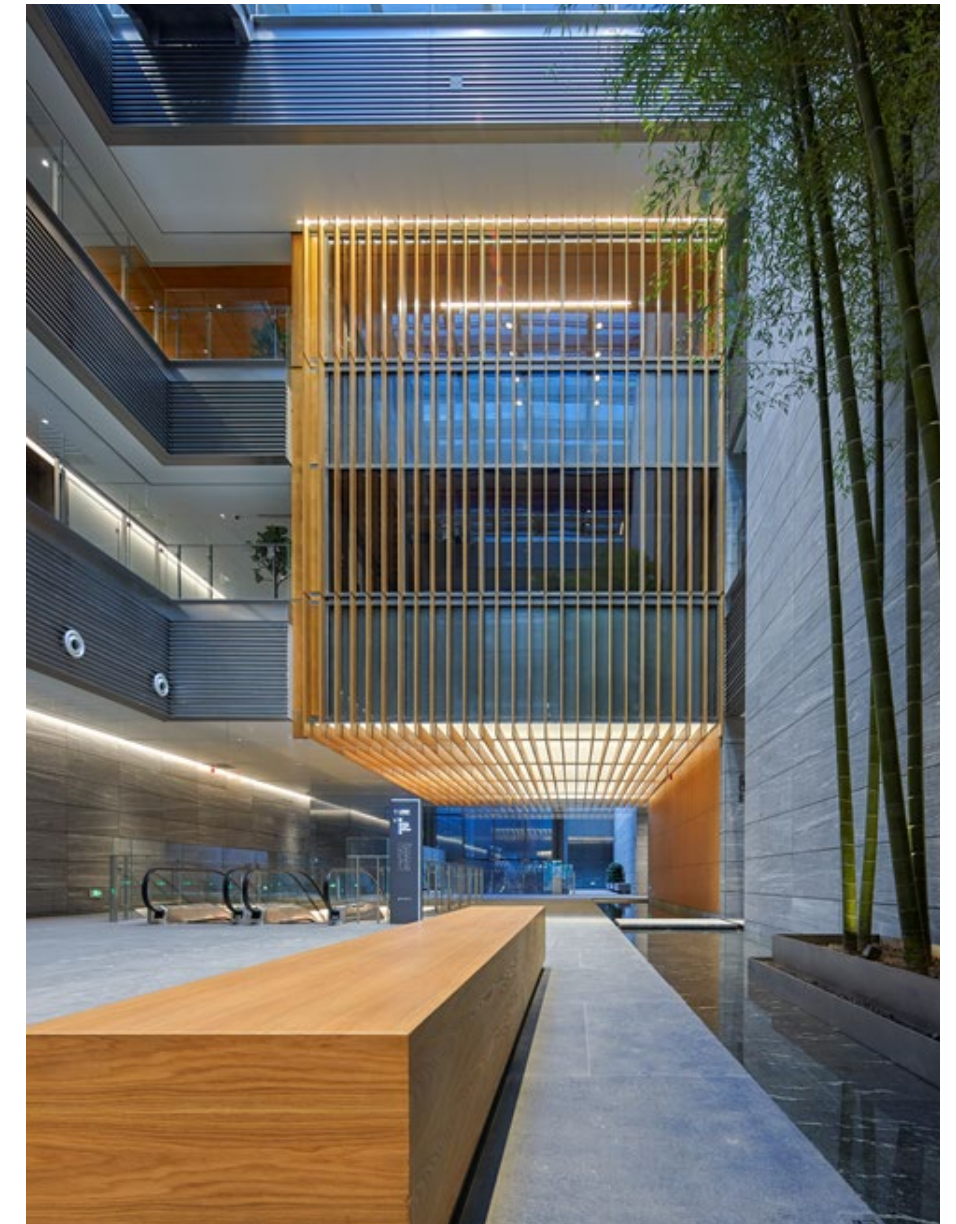
element. Two other atriums within the complex are connected by art galleries and active stairways, forming a continuous relationship to the ground floor and connecting occupants through amenity spaces and roof gardens.



The atriums also give workers an opportunity to connect with the environment during the workday and serve as a source of natural light to offices located above them. Glass elevators and lobbies offer views towards the city on the west and the Temple of Earth, with its lush park, on the east.

Creating a healthy and sustainable environment was also a priority. The building features a breathable double-skin wall, a variable-air-volume, dedicated outdoor air system and three-layer particular matter 2.5 filtration system – all installed with a view to combating Beijing's high summer temperatures and air pollution. In addition, a building automation control system, energy-efficient lighting, and ice-bank technology are used to boost energy efficiency.

The building has been awarded China's 3-Star certificate of green building design, LEED-Platinum certification, 4-Star BREEAM New Construction certification, and the RICS 2018 Sustainability Development of the Year award.



FISH LANE Brisbane

Developer: *Aria Property Group / Brisbane City Council*

Fish Lane is a five-year urban renewal project located in the heart of Brisbane's cultural precinct, involving a series of formerly derelict, disconnected alleyways spanning four city blocks running for about 400 metres. The project evolved as part of a four-year scheme undertaken by the city council to create a safe and permeable pedestrian linkage in a novel form that would "unfold itself to re-programme its space" – the idea being that the space would be used to host large urban events such as markets, concerts, and festivals.

In order to strike a balance between optimal placemaking and sustainable commercial outcomes, an innovative public/private partnership was formed by the council and a local private developer/landowner, with work completed on a block-by-block basis. A commitment to stakeholder engagement was a key element, given that more than 50 individual landowners were involved across the length of the planned project. While many were supportive, others did not perceive any direct financial benefit for themselves. Extensive negotiation and in some cases compensation for inconvenience was required. However, the team was ultimately able to ensure consensus on different types of collective action, including licensing agreements for fixing lights on private properties, installing art murals on privately



owned infrastructure, and other initiatives.

One striking aspect of the project is its commitment to public art. Fish Lane has been co-curated with the arts community and contains the city's first comprehensive outdoor gallery, extending across four city blocks and showcasing 35 artworks and creative lighting exhibits, including artwork placed directly

on the road surface. One reason for the focus on creating an art showcase is the lane's proximity to the city's Southbank arts precinct, South Brisbane, and West End, all locations with creative and vibrant local communities that value history and heritage.

Curating the area as a preserve of the arts whilst also prioritising pedestrians over cars has helped average visitors grow from just



400 to some 7,000 people per day over a five-year period. A variety of retail businesses have flourished as a result, with developers actively working to bring in a range of retailers with broad public appeal. The area has emerged in particular as a dining destination, with restaurant and bar patronage increasing from 3,000 to some 50,000 people per month. Yet Fish Lane remains connected to its roots as a community project, with an ongoing focus on avoiding gentrification through an embrace of the area's historical grittiness.

Notable aspects of the design include:

- A focus on safety and access, with an expansive range of facilities and services.
- An ongoing commitment to creating safe and legible pedestrian-focused linkages. The laneway is complemented by active cross-block connections that encourage people to walk and explore rather than drive. However, achieving connectivity has proved to be one of the more problematic aspects of the project. The laneway is a small street adjoined by many spaces of varying sizes that are crossed in four places along its length by roads that differ in size. Two of the intersecting roads are higher-speed roadways, which has presented a major obstacle to pedestrian safety and visual connectedness. The project partners are working through a series of scramble crossings at these intersections to assist pedestrian flow.
- Creation of inspiring subtropical spaces that are responsive to Brisbane's climate.
- Landscape, lighting, and signage that combine to soften and personalise the urban environment.
- Use of the public art aspect of the project to activate the laneway. More than 20 festivals and events have taken place on Fish Lane since 2014. Developers and the city council also sponsor the annual Fish Lane Festival, further adding to the laneway's credibility. Nearly 10,000 people now participate in the family-friendly event.

GUOCO TOWER Singapore

Developer: *Guocoland*

Guoco Tower, Singapore's tallest building, is located on the edges of the city-state's central business district and its historic Chinatown. As a large-scale example of a modern integrated development project, it serves as a gateway to Singapore's future waterfront city, offers seamless underground connectivity to public transit, and features a redesigned urban park. The project has 890,000 square feet of grade A office space, 100,000 square feet of retail space, a 223-room hotel, and 181 units of luxury residential housing.

The land use balance is well defined, with the tallest part of the building (290 metres) adjacent to the business district, while the shorter hotel tower (20 storeys) is positioned closer to the historic low-rise Chinatown. Both residential space and hotel towers have a north-south orientation to avoid direct exposure to sunlight from the west.

In addition, the developer targeted 100 percent landscape replacement within and around the 161,000-square-foot site, with the goal of maximising access to the outdoor environment. Prominent ground-floor and elevated gardens are positioned throughout the building for use by tenants, visitors, and residents. Landscaping in the redesigned



Tanjong Pagar Park, meanwhile, creates a new public space planted with local species that maximise shade because of a number of large older trees that were conserved on site. The park had been originally zoned to include a large parking garage, but designers integrated it instead into the building's podium, freeing up the space for community uses.

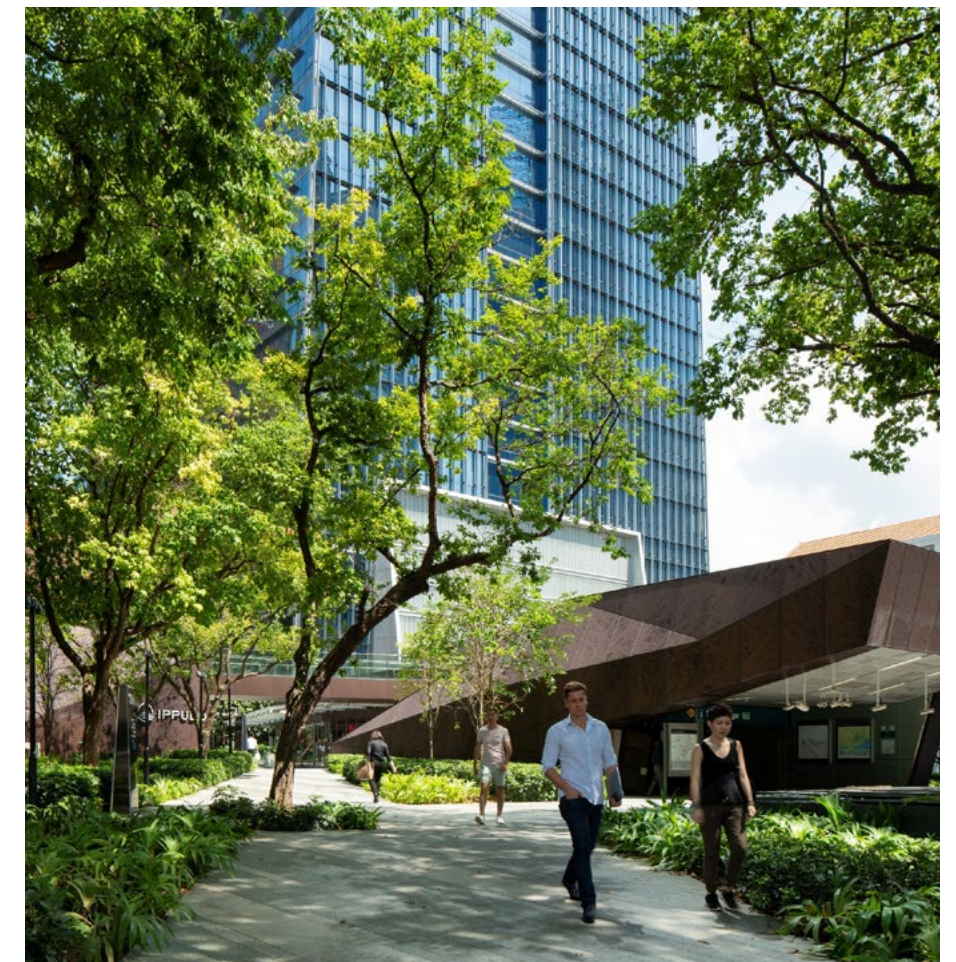
Although Guoco Tower's location in Tanjong Pagar makes it part of the central business district, it is also a traditional neighbourhood that contains a mix of public housing, hotels, and older offices. However, the district had been in steady decline for several years after many local office tenants began moving to newer office facilities in Marina Bay.

One objective, therefore, was to revitalise the area. This was in part achieved by bringing in a resident and daily working population of more than 10,000 people each day, thereby attracting a variety of new retailers, food and beverage providers, and other related businesses. Another goal was to facilitate placemaking by creating a social destination available for use by both office workers and local residents.

In particular, the building's designers established the City Room, a 32,000-square-foot glass-canopied public art and outdoor area at ground level designed to draw people into the site; it can be pressed into service for a variety of social functions, ranging from concert venue to yoga studio to foam ball pit. To activate the

space, the City Room is flanked by retail space to the north and south and features a second-level garden—located on the roofs of neighbouring restaurants—that connects back to the main public space.

Guoco Tower has achieved Green Mark Platinum and Leadership in Energy and Environmental Design (LEED) Gold certifications through multiple measures. The exterior glass wall uses a double-silver low-emissivity coating to reduce solar heat gain while allowing maximum penetration of natural light. On the ground, the semi-transparent City Room canopy embeds photovoltaic technology into the canopy glass to capture the sun's energy, meeting up to 2 percent of the development's energy requirements.



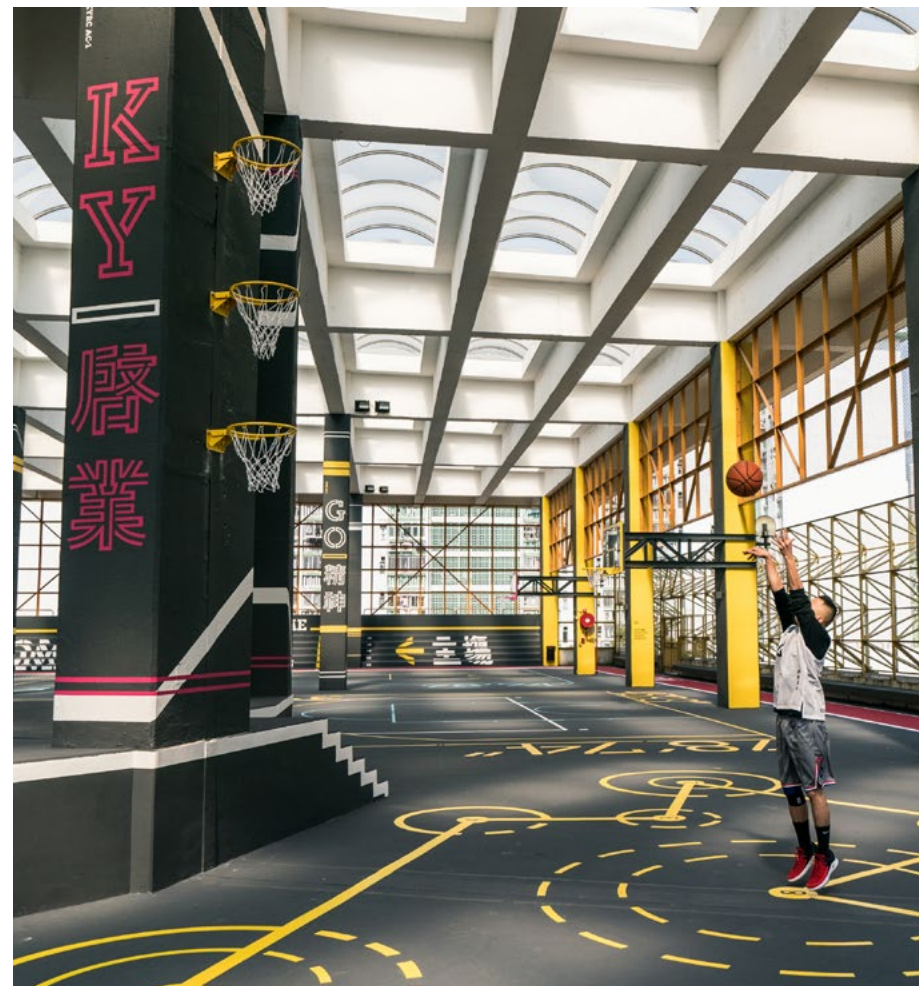
PEOPLE'S PLACE— KAI YIP RECREATION CENTRE Hong Kong

Developer: *Gaw Capital Partners Consortium*

Built on the rooftop of a 38-year-old shopping centre in Hong Kong's East Kowloon district, the Kai Yip Recreation Centre is an inner-city revitalization project transforming 20,000 square feet of run-down basketball courts and obsolete recreational space into vibrant, multifunctional recreation facilities for the residents of an associated public housing estate.

The project is the first in a series of "community hubs" in the city slated for each asset in a portfolio of 17 community shopping centres recently acquired by the developer. The aim is to drive innovation and growth without losing sight of the underlying social needs of the community.

Known as the "Golden Cage" since opening in 1981, the Kai Yip basketball courts have long been renowned as a temple of Hong Kong's local basketball scene. Working with the local street basketball community group, the developer rejuvenated the aging complex in conjunction with a group of young, street-smart designers who came up with



the master design concept and environmental graphic designs taking inspiration from Hong Kong's many neon street lights. Sharp and eye-catching, the colorful graphics reflect elements of the technical nature and fast tempo of street basketball, as well as the earthy vibe of working-class Hong Kong.

The designers' priority was to put the needs of end users first. The new centre therefore integrates into a single space two basketball courts, a volleyball court, a three-by-three-metre centre stage, a running track, a sports ground for new emerging sports, and children's facilities. Most facilities are designed for multifunctional use, such as organized sports tournaments and public events. Innovative designs, including a basketball net-shaped recycling

bin for plastic bottles, arrays of three progressively higher basketball nets fixed on the walls, and a tailor-made running track are some of the project's striking design features.

The idea was not simply to create a sports facility, however. New amenities around the courts help make the area more enjoyable for nonparticipants, too, as well as allow other players to have fun as they wait for games to start. To improve functionality and inclusivity, a new running track was installed inside the sheltered portion of the ground, together with an outdoor play zone incorporating battle ropes and child-friendly facilities. Space was also provided for a group of local tai chi practitioners. The project has thereby reinvented the Recreation Centre by providing



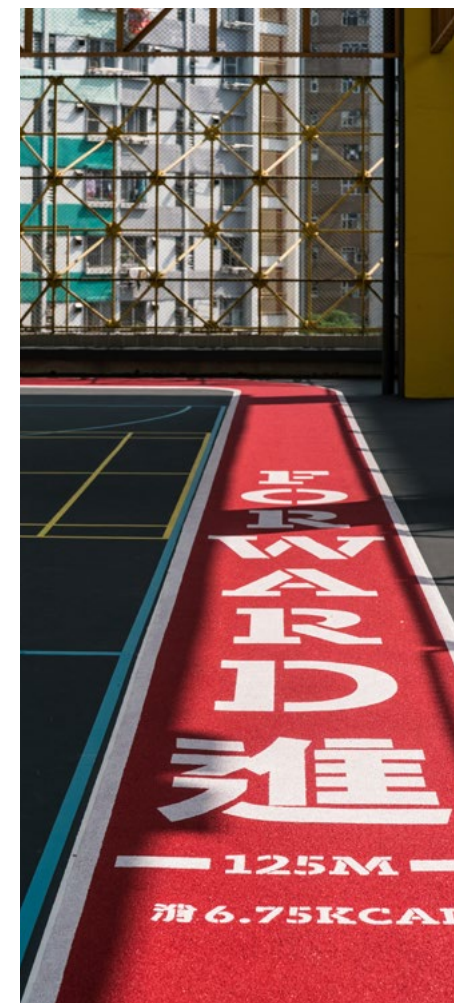
training facilities for runners, an outdoor gym, and a playground for people of all ages.

The colorful patterns of the outdoor parts of the Recreation Centre, with the words "Kai Yip" hidden within them, also provide a visual dialogue with residents living in the surrounding residential blocks. The overall design of the renovation has enhanced the branding and identity of People's Place as an open and inclusive destination.

The project is all the more remarkable in that there are few, if any, comparable examples in Hong Kong of a successfully revitalized, privately owned public space at the local community level. Previous efforts—often government led—have generally failed to make the leap of imagination needed

to engage the local community, especially at the youth level.

From conception to execution, the entire scheme took just six months to complete, and at a relatively low cost. Since its relaunch in January 2019, user and visitor numbers have increased dramatically. Developers have also adopted an accessible pricing model that allows corporations, nonprofit organisations, and government departments to book the recreation centre for a wide range of purposes, with a portion of the proceeds being returned to the community. Today, Kai Yip is established as an innovative and replicable revitalization model for inner-city public-use space.



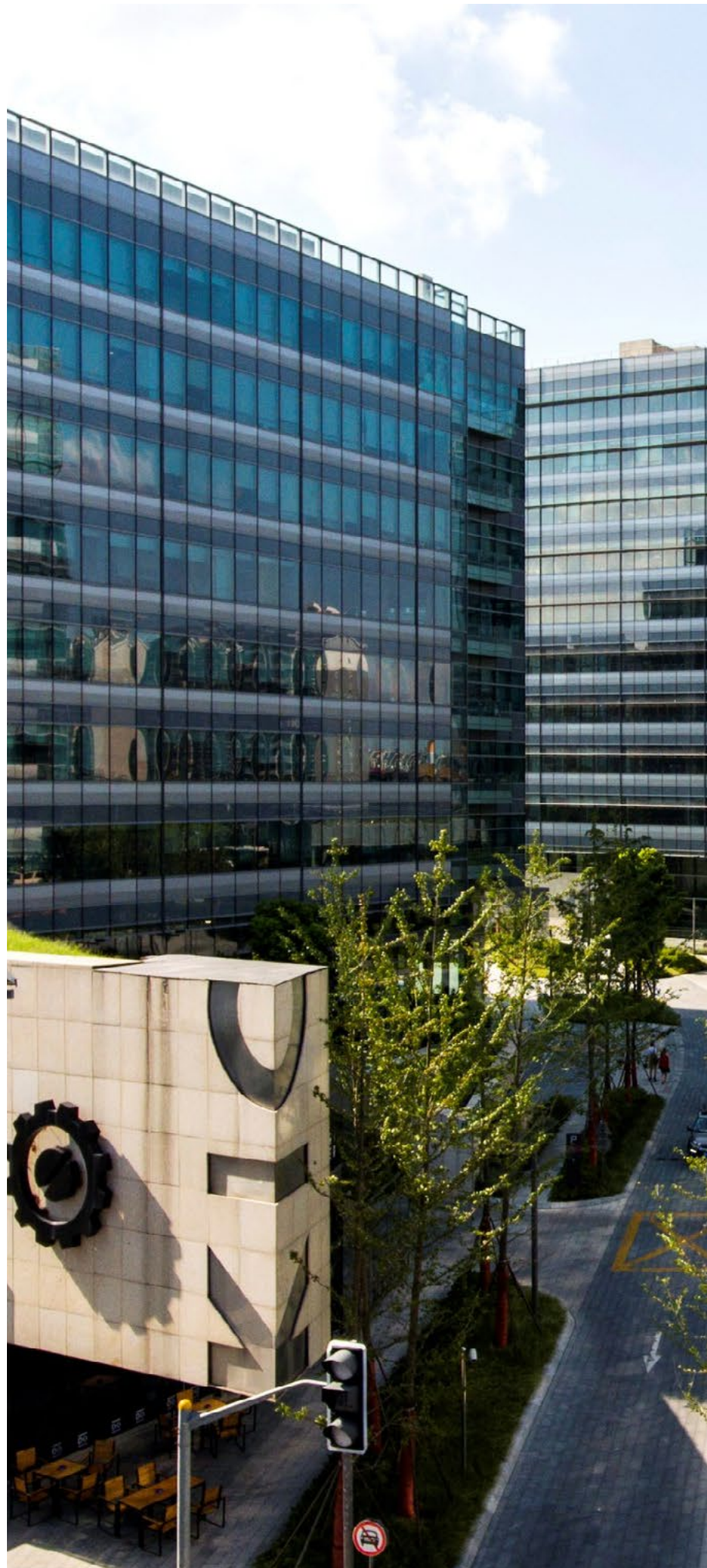
KNOWLEDGE AND INNOVATION COMMUNITY (KIC) Shanghai

Developer: *Shui On Land*

The Knowledge and Innovation Community (KIC) is a large-scale mixed-use development in Shanghai that has inspired the transformation of the city's suburban Yangpu District from dilapidated industrial zone to a thriving, walkable, knowledge-based community.

The developer's long-term operational approach was key. Realized over a period of 16 years and leveraging some US\$1.6 billion in capital, the 49-hectare development has pioneered a novel community regeneration model that leverages the synergy of local academic institutions (the area is adjacent to the city's largest cluster of leading universities), industry, and neighbourhood themes.

A commitment to a mixed-use approach was another vital transformative element, marking a departure from the single-use commercial development historically so common in China. Largely as a result of KIC, the service sector's share of the Yangpu District economy rose from 38.3 percent in 2005 to 84.6 percent in 2018.



KIC relied on three strategies to create its knowledge-based community:

A Live-Work-Play-Learn Ethic

KIC's master plan leverages the district's assets—10 universities and a historic stadium—to weave isolated campuses into a walkable, connected community that preserves local landmarks and establishes a strong sense of place. In particular, Songhu Road, a 60-metre-wide boulevard that splits the site, posed challenges to establishing physical connections across the thoroughfare. The solution was harnessing the local subway station and creating underground links from the west side directly to the sunken plaza in the east. In addition, the developer and the government worked together to improve both the aesthetics of the road and create an island in the middle, making the above-ground environment safer and more appealing. Today, the underground portals are used by some 60,000 people on weekdays alone.

A Collaborative Ecosystem

A vibrant social scene, together with a mix of industry-specific initiatives—including an incubator programme, an entrepreneurs' club, a collaborative hub, and various industry events—has created a vibrant mix of academics, researchers, entrepreneurs, investors, and businesspeople that adds to the energy of the neighbourhood. More than 300 entrepreneurship and lifestyles of health and sustainability (LOHAS) events held each year further promote healthy living and a sense of community.

Innovative Operations

The KIC master plan introduced a new mixed-use model by dividing the site into smaller blocks and establishing a network of dense mixed-use and residential streets to connect nearby universities with KIC's technology-sector tenants. Key focal points include:

KIC Plaza - This world-class research and development center is composed of flexible office buildings and conference facilities set around an expansive public plaza and served by a major metro station.

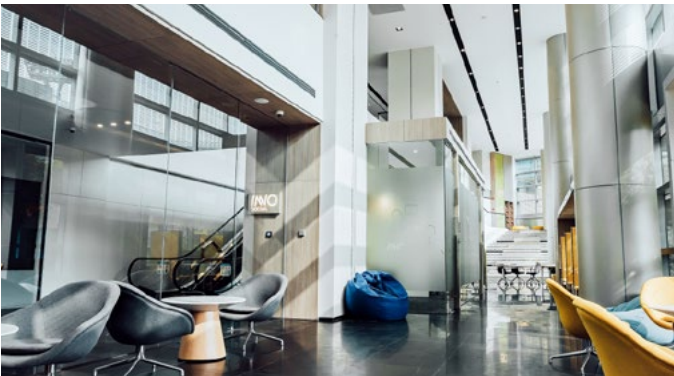
KIC Village - A gateless mixed-use development using small blocks has created a dynamic, walkable neighborhood that has become both a desirable address and a regional destination.

University Avenue - As the centerpiece of KIC, the avenue is a pedestrian-friendly street that offers a mix of gourmet dining, cafés, distinctive retail shops, and a boutique hotel. This “super-mixed-use” retail/office/residential concept, new to China when developed, combines ground-level retail space with above-ground live/work space. Courtyard apartment developments fill in the surrounding blocks. Implementing the concept was difficult because of the street’s existing one-way traffic flow and a limitation on outdoor seating. The developer spent years in negotiations with district officials before receiving approval to implement a two-way traffic system and a formal regime of outdoor cafés and dining. Today, University Avenue has become a popular destination for young creative workers, university students, and residents, and was nominated by Jiefang Daily as one of the 12 most beautiful streets in Shanghai.



Jiangwan Sports Center - This historic Shanghai City Heritage Building has been restored to serve as a multiuse community sports center serving KIC’s LOHAS agenda.

InnoSpace - KIC’s incubator platform, founded in 2012, provides a rigorous ecosystem for entrepreneurship. It has nurtured more than 400 startups to date, establishing a collaborative ecosystem that caters to entrepreneurs and startups by linking institutional, industry, government, and university resources.



LINGNAN TIANDI

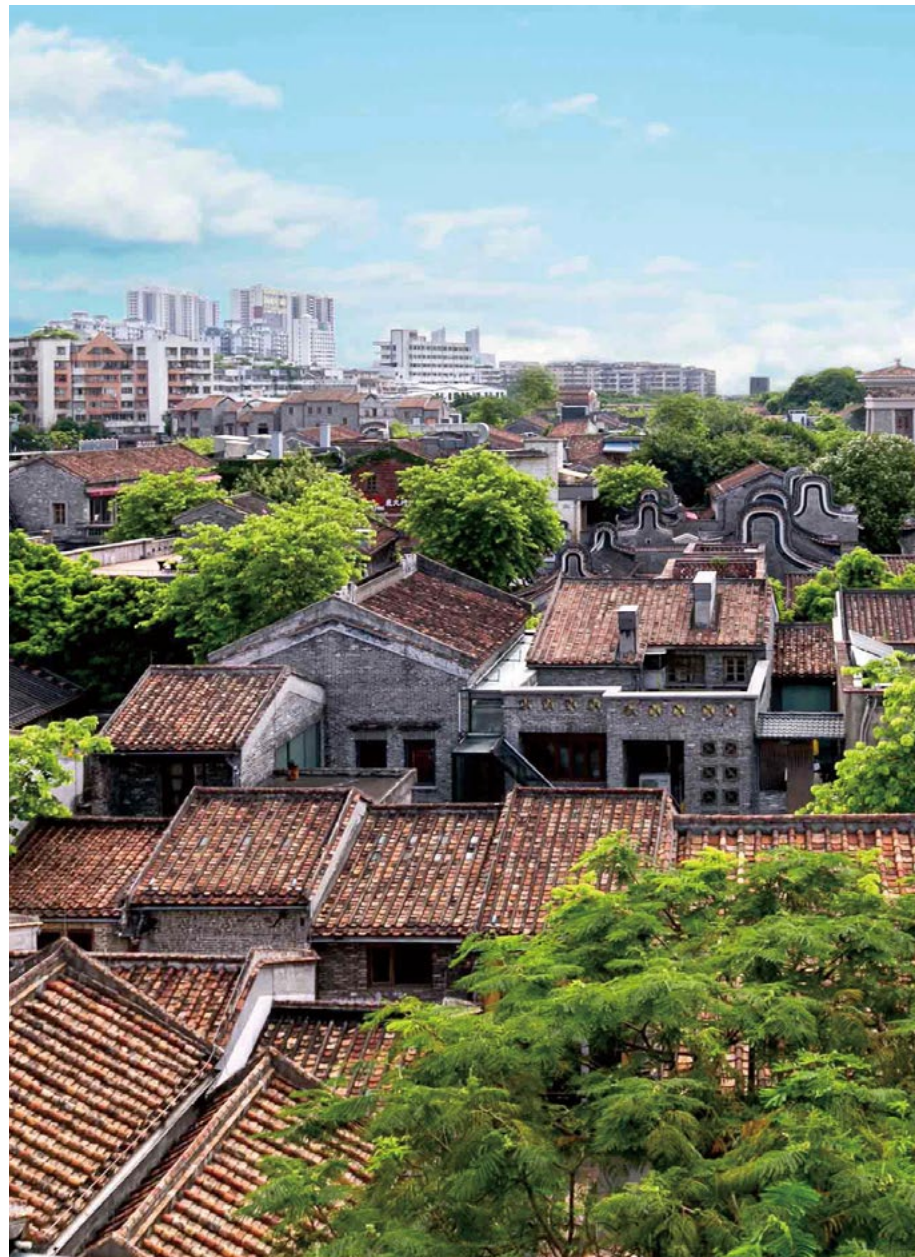
Foshan, China

Developer: *Shui On Land*

Located in the Changcheng District of Guangdong's Foshan City, Lingnan Tiandi is arguably China's biggest city-core heritage preservation project. Both widely acclaimed and commercially successful, the scheme has created a template for the economics, design, and overall philosophy of regenerating culturally significant districts in Chinese cities. In particular, by treating the restoration project as the centrepiece of a larger mixed-use master plan, the developer has generated profits that have been used to underwrite preservation of the heritage assets.

Beyond that, the project's success can be defined not only by the regeneration of Lingnan Tiandi itself, but also by the wave of reinvestment and economic development that has followed throughout the Changcheng District. The benefits are therefore symbiotic: the development of the greater neighbourhood provided funds for regenerating Lingnan Tiandi, and the success of that regeneration has in turn benefitted the broader area.

Since development was completed in 2012, over 20 other neighbouring parcels within a 500m radius have also been regenerated, and land values in surrounding areas have risen significantly. In addition, the 12.5



million annual visitors to the site have generated large amounts of revenue as well as a meaningful number of local jobs.

The reason the developer chose to revive what was at the time a badly dilapidated neighbourhood was the area's rich historical and cultural roots. The goal was sympathetic regeneration—preservation of the urban fabric of the entire site (which includes a 1,000-year-old temple) through seamless integration of modern construction among the traditional buildings. This included, in particular, preservation of eight important provincial- and city-

level listed structures, as well as 40 other historic buildings that were adapted for reuse. In the process, developers created a mix of cultural, lifestyle, and entertainment facilities across an 68,000-square-metre area.

Preservation of physical structures was not the only goal. Cultural aspects were equally important, with a focus on revitalising the dormant Lingnan culture that had once been a cornerstone of life in the neighbourhood and throughout southern China. Preserving the authenticity of Lingnan characteristics within the site was a vital element of the work.

Historic preservation experts were engaged at an early stage, working with architects to identify and preserve authentic materials, structures, and architectural details. Rather than being rebuilt, historic structures were strengthened using advanced reinforcement techniques. Architectural features on street frontages were faithfully restored, including Guo-er walls, wall brows, stone baseboards, ceramic window grilles, window frames, wood carvings and wind-break cornices. Dilapidated alleyways were renovated by painstakingly removing, documenting, and storing individual paving stones before replacing them in their original positions. In addition, local artists were engaged to craft delicate art pieces showcasing Lingnan culture.

The development team also focused on creating a dynamic neighbourhood environment. As unsuccessful regeneration projects in China have shown, creating a sense of identity in the community is more important than building an architectural showcase or a museum.





For this reason, the team was focused on selecting tenants that best represent Foshan and the Lingnan culture, even if that meant bringing back traditional brands that had died out locally from places such as Hong Kong and Singapore. Today, the stores in Lingnan Tiandi offering Huang's TCM Oil and Xiangyun Silk Cheongsam—both listed as items of National Intangible Cultural Heritage—are among the most visited in the development. Beyond that, a year-round programme of events and activities continues to promote Lingnan culture, including through traditional group weddings held in the neighbourhood's recently restored Marriage House.



Sustainability was also important. The project master plan achieved LEED for Neighbourhood Development Gold stage 2 pre-certification in 2011, and Lot-1 achieved LEED for Core and Shell Development Gold certification in 2014. Energy efficiency and improved liveability were promoted in a number of ways, including:

Insulated Roof Tiles - A large number of existing tiles were restored and reinstalled as double-layered tiles. This has served not only to preserve the traditional architectural appearance, but also saved energy by helping insulate the properties.

Maximized Life Cycles of Reused Materials - Through careful surveys of the predevelopment site, a number of old materials were preserved and reused in the new development, including old paving stones, tiles, wooden carvings, and other materials.

Artistic Rainwater Collection - The landscape team developed a number of artistically themed rainwater collectors placed seamlessly under historic roofs. Collected rainwater is filtered and reused for irrigation, as well as in water fountains scattered around the site.



NEX TOWER Manila

Developer: *Nova Group*

The site of NEX Tower, in a prime commercial location on Ayala Avenue in Manila's historic central business district, was originally home to a low-rise and long-disused 1960s-era office building.

The developer's focus on maintaining high standards of design and construction sets this project apart from most other newly constructed office buildings in the city, where the focus in recent years has been on creating lower-cost facilities targeted at the Philippines' booming business process outsourcing (BPO) industry.

The orientation of the building front incorporates an innovative design concept that takes advantage of the setback of the neighbouring tower to provide a clear line of sight down Ayala Avenue.

In addition, a large quasi-public atrium in the lobby facilitates pedestrian traffic between Ayala Avenue and the smaller access roads at the building's rear, as well as features a massive hydroponic green wall composed of indigenous plants. The atrium offers multiple amenity spaces, which are used for variety of purposes, including public art installations commissioned from local artists by the developer.

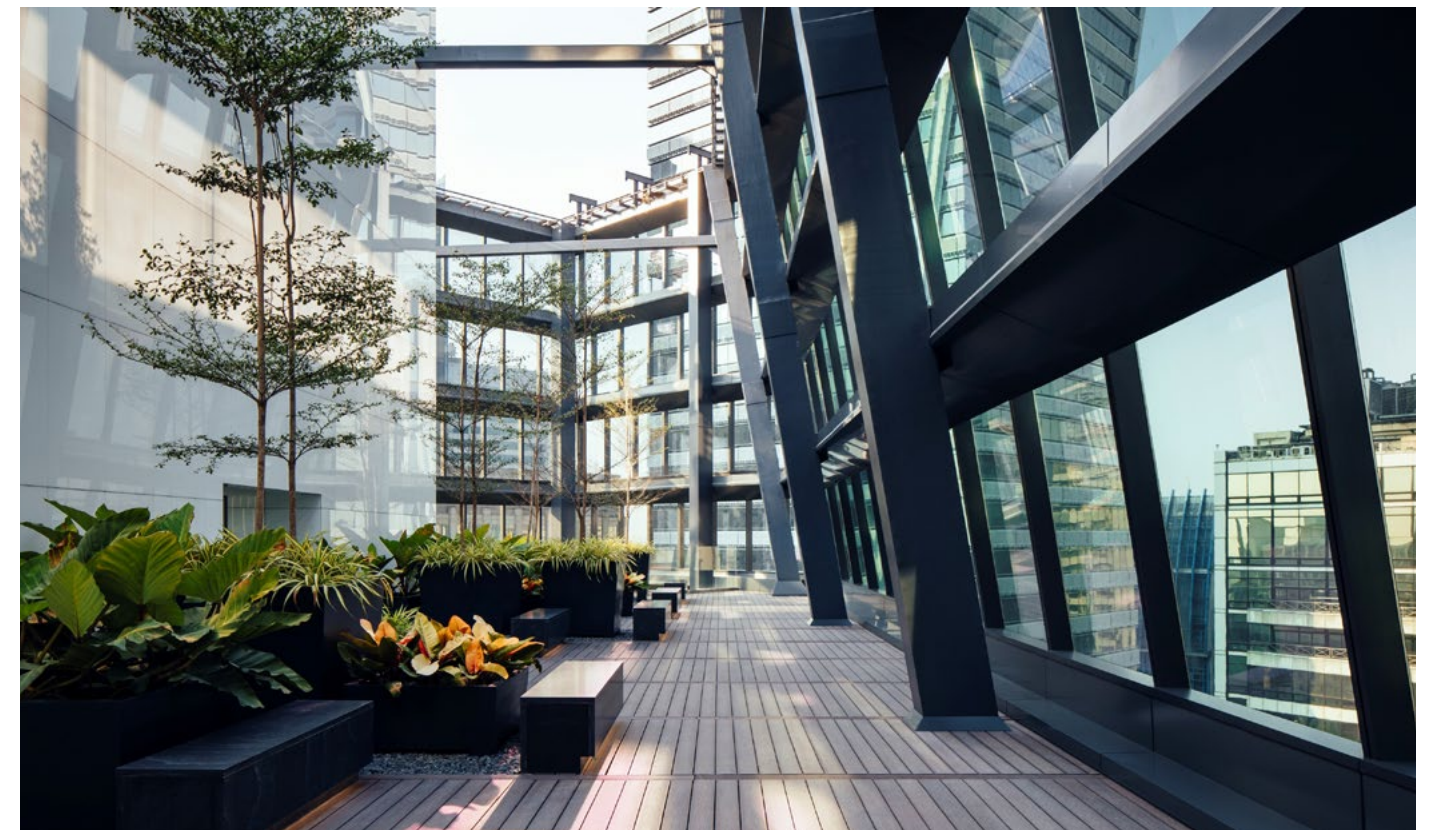
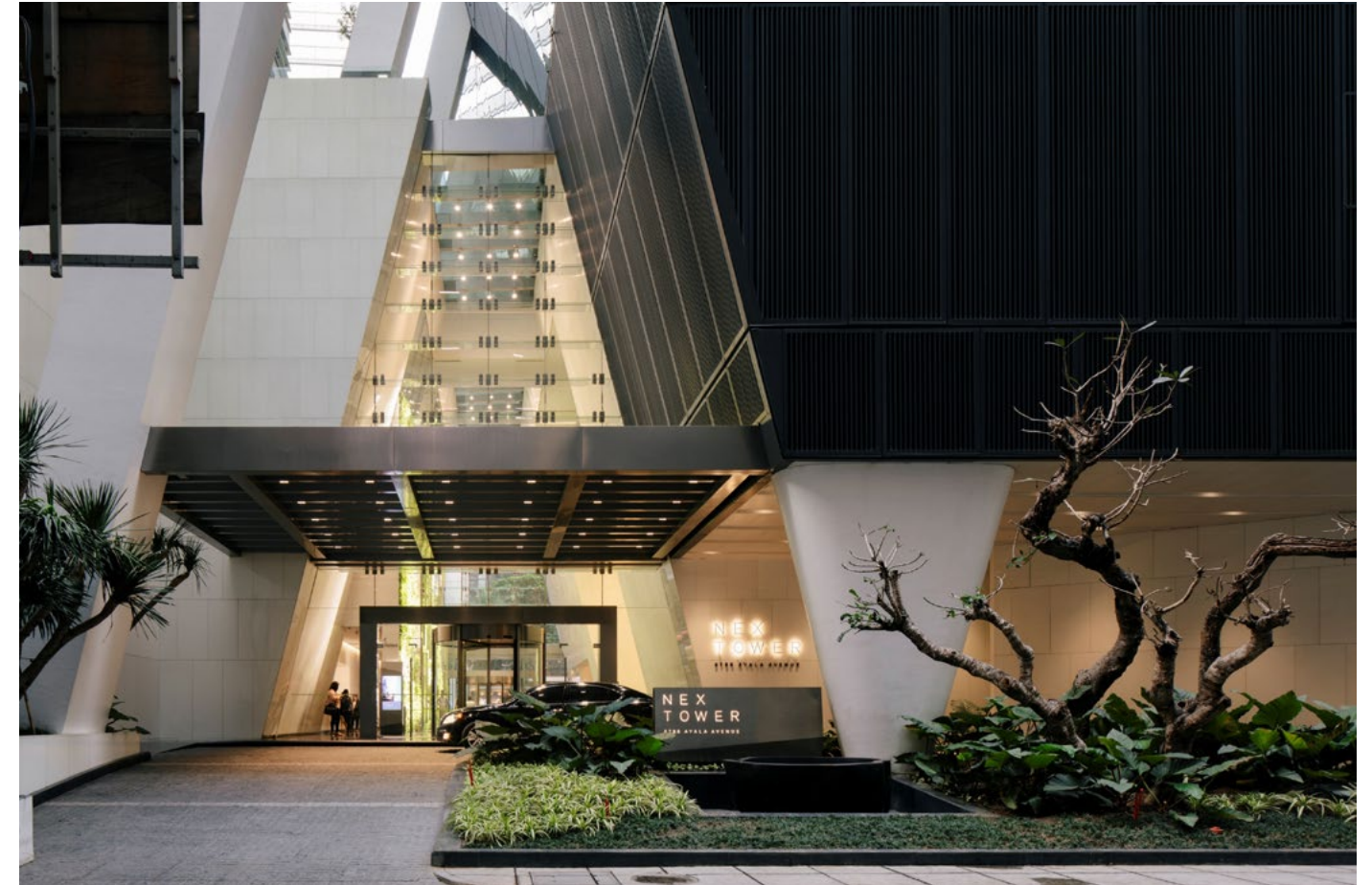
The approach to parking facilities adopted by the developer is also



a departure from local norms. Contrary to the global trend, Manila planning regulations require that downtown buildings provide a high minimum number of parking spaces. Because these are usually located above grade, design options for lower floors of buildings are limited. In this instance, the developer opted (at significant expense) to excavate seven underground levels to house the building's car park, allowing

creation of the high-ceilinged, through-block lobby.

The building also outperforms local market practice in terms of its sustainability, targeting Platinum LEED certification and offering multiple landscaped areas in which occupants can connect with nature. In addition to the atrium, three landscaped outdoor spaces have been created in the building, including a top-floor roof garden.



The development model applied in NEX Tower should be replicable in a large number of other outdated structures and on underused land in Makati City, an area that has seen relatively little new construction in recent years as new projects flock to the up-and-coming Bonifacio Global City instead.

PACIFIC PLACE Hong Kong

Developer: *Swire Properties*

Winner: *Legacy Award*

In 1985, Swire Properties purchased an out-of-the way former military barracks in Wan Chai with the goal of creating Hong Kong's first fully-integrated mixed-use development. It was a bold move during a period of political turmoil in the city, but time has proven it prophetic – some 35 years later, Pacific Place continues to enjoy iconic status as one of the city's flagship retail, hotel, office, and residential facilities. Pacific Place is winner of the 2019 Legacy Award.

Its long-term success has been down to a range of factors, including:

- A willingness to take risks, in particular by taking a long-term view of the site's potential. Anticipating growing business demand for Grade-A office space with appropriately-large floor plates, construction of three office towers on the site has attracted many prominent international companies and successfully extended the Central CBD.

- A forward-looking master plan that efficiently integrated office, retail, hotel and residential components, creating a single, 'under-one-roof', complex. In particular, the design provides a "front door" to each component that was unique in a market where large mixed-use projects have invariably comprised a retail podium topped by towers. The slope on which the project is built was used to create individual identities for each office/hotel tower and also the mall.

- An innovative, curved retail-mall design provides a facility with superb aesthetics, good shopper circulation and visibility, and seamless access. In addition, a series of design updates has allowed it to move with the times, most recently following a Thomas Heatherwick-led revamp in 2013.

- Excellent connectivity: the MTR tunnel and covered bridge were negotiated after the land had been purchased to ensure quality predestination connections. Direct connection to the mass transit system in Admiralty, (which subsequently became the city's biggest rail interchange hub) has aided commercial success. In addition, a series of pedestrian bridges and passageways has helped to connect the north side of Queensway with the south side and Hong Kong Park and nearby residential facilities in Mid-levels.

- Active asset management and a willingness to change with the times: in particular, a recent emphasis on experiential, rather than retail-only, aspects.
- A focus on sustainability, both in development and management terms. This includes progressive energy saving and waste management measures. Sea-water cooled chillers have been replaced with higher- efficiency and more environmentally-friendly models, resulting in approximately 35% reduction in annual chiller energy consumption and 30% reduction in AHU fan energy consumption.
- A long-term development plan tailored to the particular needs of the local community. The developer has continuously assessed opportunities to develop the district for the benefit of the local community, focusing attention on creation of an engaging 'sense of place'.

- A footprint that has steadily grown over time. The completion of the residential development StarCrest in 1999 was followed by the opening of a premium office tower (Three Pacific Place) in 2004, which in turn triggered regeneration of the Star Street area. A subsequent pedestrian tunnel link to the mall and MTR further enhanced its credentials. Initiatives have also revitalised the streetscape, parks, and neighbourhood amenities of Old Wan Chai and nearby Queen's Road East. Future plans include a new footbridge connecting Pacific Place to the new Admiralty Station extension, redevelopment of a 14,400 sq foot site on Queen's Road East, and development of a 34,000 sq ft residential block and retail podium following acquisition of a property on Wing Fung Street in 2017.



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