

# Large-scale Development

-ULI and the Asia Society

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# Introduction



Asian cities took the idea of urban density to a new level. How livable and sustainable are these high density cities?

# Introduction



What makes high density work? Is it the infrastructure in place? The people themselves?

# Introduction



Cities throughout Asia are not stopping there either. They're only getting bigger...



# Introduction



Balancing new development with heritage conservation is the key to making these cities unique and distinctive.

# Introduction



What can we learn from these high density Asian cities? How can we make cities more livable for more people?



# ULI 10 Principles

for a Sustainable Approach to New Development for a more livable Hong Kong

# ULI 10 Principles for Hong Kong

## Ten Principles for a Sustainable Approach to New Development

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





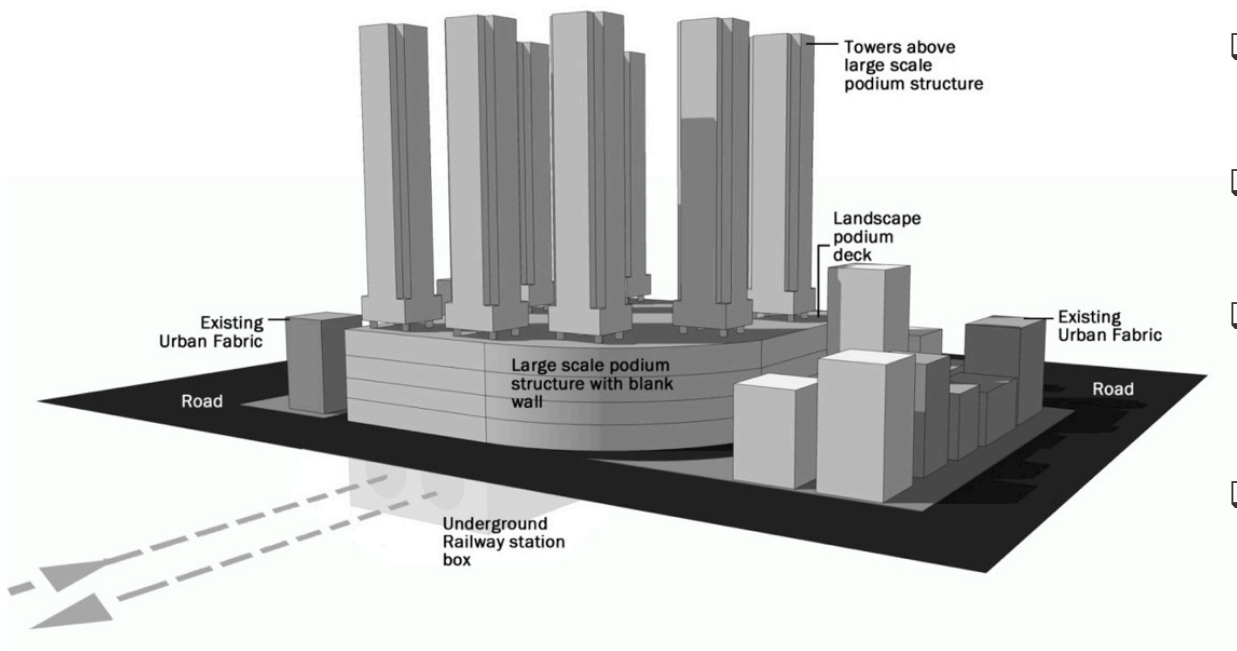
# Hong Kong Podium Development



## Issues of Large-scale Development

- ❑ Huge isolated podiums create blank perimeter
- ❑ 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.

# Hong Kong Podium Development



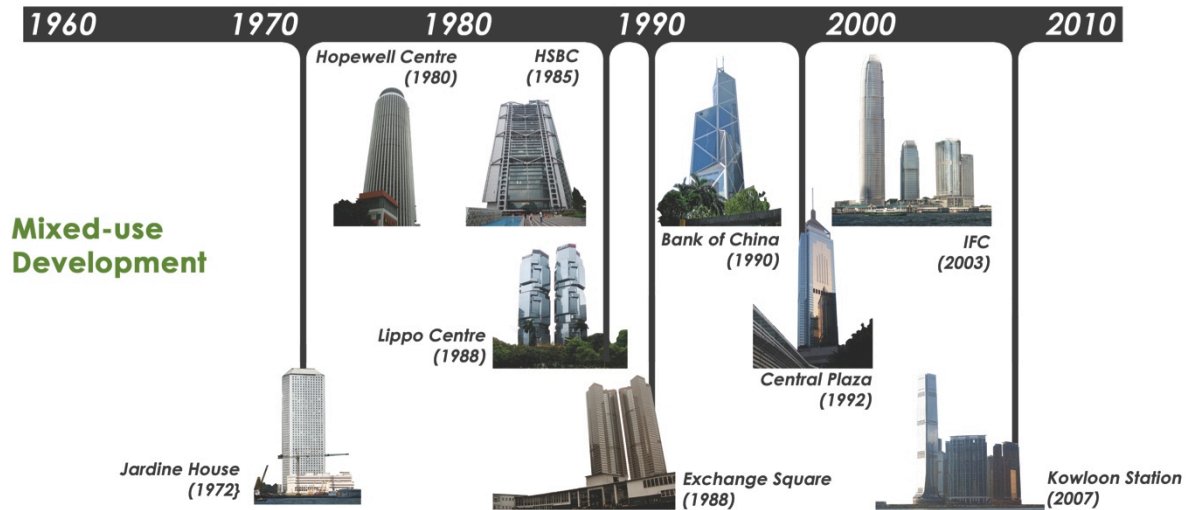
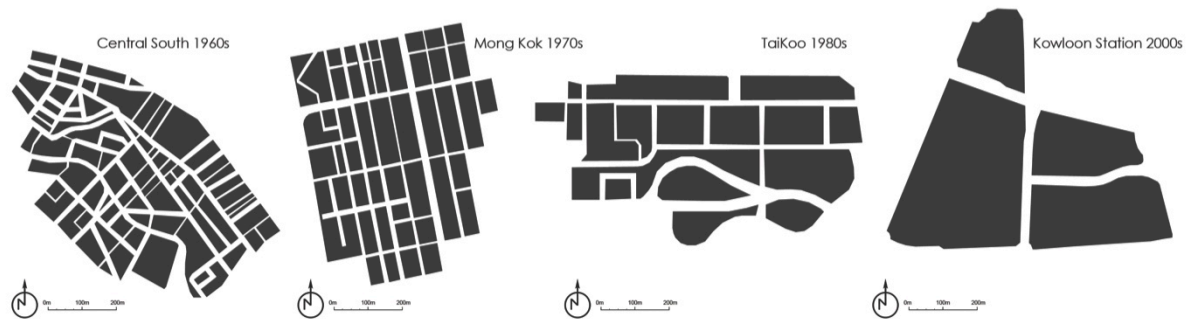
## Issues of Large-scale Development

- ❑ 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 rice inflation in certain cases.
- ❑ A project-based focus hampers the creation of great places with high-quality public spaces.



# Hong Kong Development Timeline

## HONGKONG DEVELOPMENT TIMELINE



# 10 Principles - Objectives



## Objectives

Identify key challenges of large-scale developments in Hong Kong and benchmark these projects against successful regional and international case studies.

Identify key opportunities for a sustainable approach to new developments on existing development practices.

Develop a series of principles which outline an alternate development approach to ensure more sensitive and integrated developments.

# 10 Principles - Methodology



## Stage 1

Review of Large Scale Developments in Hong Kong

Benchmark against Regional and International Case Studies

Set up the Steering Committee

Organize a ULI workshop with multiple stakeholders

Produce an interim report

# 10 Principles - Methodology



## Stage 2

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

# 10 Principles - Workshop

Approximately 50 stakeholders from the public and private sectors attended

## Breakout Sessions

- Group 1: Planning, urban design, and regulatory implications
- Group 2: Infrastructure, transport network, and sustainability
- Group 3: Development, implementation, and economic viability



ULI 10 Principles Stage 1 Workshop.

# 10 Principles - Overview



## 1. Build on Your Strengths

Rethink the strategic vision and policy framework

## 2. Create Great Places

Adopt a place-making approach

## 3. Extend the Urban Grid

Develop to an appropriate scale and density

## 4. Open Up Public Space

Provide accessible public open space

## 5. Integrate Infrastructure

Ensure transport and infrastructure integration



# 10 Principles - Overview



## 6. Activate the Streets

Enhance street level interface and continuity

## 7. Keep it Flexible

Facilitate good urban design and flexible zoning

## 8. Promote Sustainability

Go beyond sustainable building design

## 9. Engage People Early On

Enable upfront public engagement

## 10. Manage, Control & Coordinate

Implement coordinated management control

# 1 – Build on Your Strengths



Building on Hong Kong's strengths Strategic location, financial success, transportation efficiency, unique skyline, high-density development, vibrant street life etc.

A paradigm shift is needed to focus on longer term value creation rather than short-term economic gain.

- Strong leadership
- Integrated Strategic Vision
- Clear policy framework
- Proactive approach

# 1 – Build on Your Strengths

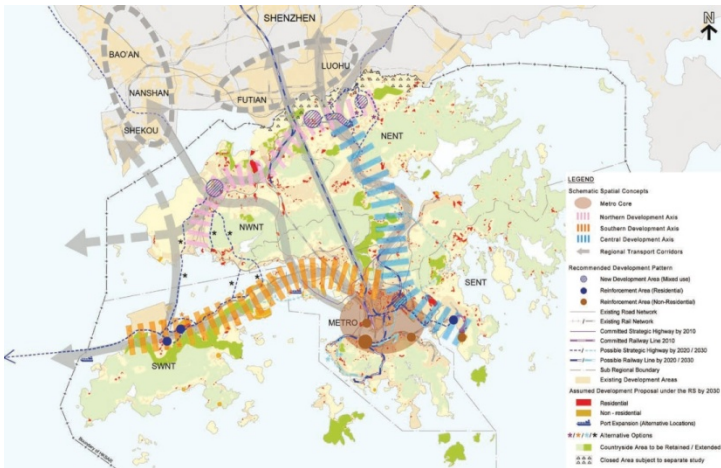


District-wide visions with 3-D urban design plans using a bottom-up approach with community engagement

All government departments should work together with the community, developers and stakeholders to achieve the common city vision

City's long-term success depends on environmental and social sustainability not just high economic value

# 1 – Build on Your Strengths



## Hong Kong 2030 Study

Based on a participatory approach

To leverage the existing urban infrastructure

To concentrate on the reuse and recycling of the old urban fabric

To do more with less



## Singapore Concept Plan 2001

Mapped out the vision for the city and has been updating continuously

Based on a decentralization policy

Physical planning as means to attain economic, political, environmental and social goals.

## Vancouver Downtown Plan

Designed to reverse the effects of urban sprawl

Urban design philosophy with a high-density typology – rezoned downtown for residential use

Transit and pedestrian oriented

## PlaNYC, New York

Outlined the city's vision for over 25 years

Calls for more city control over large-scale development

3 major components:  
OpeNYC, MaintaiNYC, GreeNYC

## 2 – Create Great Places

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Place-making principles for a livable, walkable and sustainable city :

- Ensure high-quality design to reflect the character of the surrounding community to stimulate activity and economic vitality paying attention to how the building touches the ground
- 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

## 2 – Create Great Places



Place-making principles for a livable, walkable and sustainable city :

- Promote pedestrian connectivity by creating integrated blocks, tree lined streets, and pleasant walkways, as well as comfortable, well marked, continuous streets that are vibrant
- 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 attractive destinations



## 2 – Create Great Places



Taikoo Place, Hong Kong

Integrated with the district over time  
– created a unique sense of place and character

Connected by footbridges and within walking distance of MTR



Life Hub Daning, Shanghai

A trendy development respecting local tradition

Offers pedestrian friendly, retail-lined streets

Proximity to mass transit or bus transit

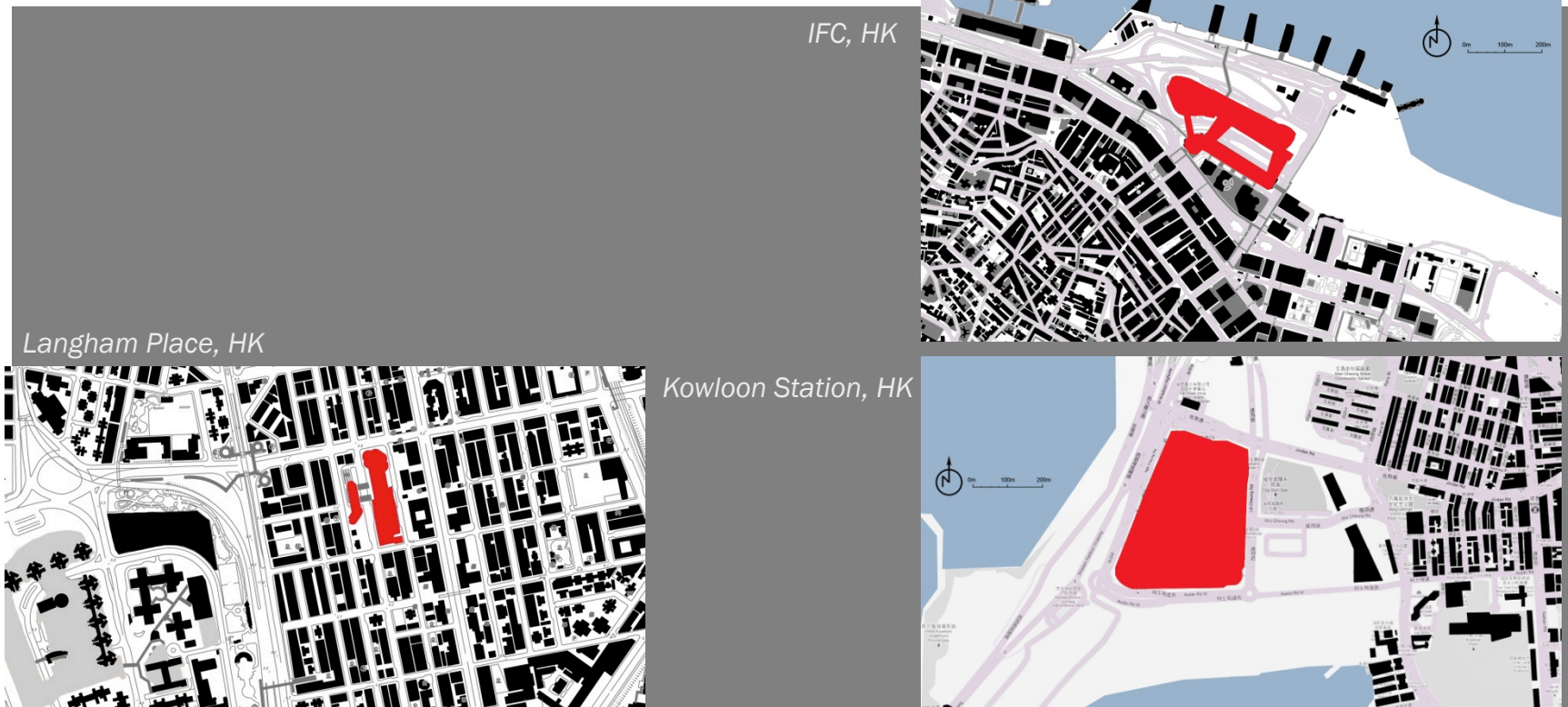


Roppongi Hills, Tokyo

An integrated development with high-rise inner urban communities

Allows people to live, work, play, and shop in proximity to eliminate commuting time

# 3 – Extend the Urban Grid



IFC Elevated Walkways.

# 3 – Extend the Urban Grid

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Superblocks disrupt connections to surrounding districts resulting in isolated development that are inward looking

What scale of development is appropriate to integrate with the existing urban fabric?

Integrated blocks become attractive for people to live, work and visit and create a sense of place and retain value in the longer-term

Mixed use above the station is good, but development should be permeable at ground level to integrate well with adjacent areas

# 3 – Extend the Urban Grid

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Extend the urban grid to facilitate pedestrian walkability and use public space to integrate with the surrounding area

Appropriate development scale and pedestrian friendly streets are necessary to increase the vibrancy of the area and make the development attractive and commercially successful

Making streets pedestrian friendly and allowing access to a well-managed public space is important



# 3 – Extend the Urban Grid



Liverpool One, UK

Retains many of the street patterns that shoppers and visitors have been familiar with for a long time

Creates a link between the west and east side of the city to the waterfront

Planned six different districts within this large site, each with a different character



Whampoa Garden, HK

Adapting high-density living environment in Hong Kong

Well connected public open space located at first-floor podium level

Connected by foot-bridge and linked to vibrant life of the street



Landmark East, HK

A street level open space that is well integrated

Open space at grade allowing pedestrian movement and street continuity



IFC, HK

The Airport Express Hong Kong Station and the transport hub are directly beneath it.

The IFC development is connected with the Central district by footbridges on the 2nd level.

# 4 – Open Up Public Place



Limited open space within the urban area that has the potential to bring different groups in the society together

Many newly created public open spaces are on podiums which tend to be physically and visually less accessible

Developers often provide open public space within private developments for bonus plot ratio, but how accessible are these spaces?

Strategy to integrate landscaping, public art, and civic functions within public open space and along streets to create a continuous and high-quality public realm



# 4 – Open Up Public Place



Public open space should be well defined, and connected with walking routes and bicycle paths provided where feasible

It is important that public open space is pedestrian friendly and a place for people from all walks of life, young and old, rich and poor.

Street markets act as open space at grade, but their role is compromised and their continuation often threatened

# 4 – Open Up Public Place



Exchange Square, HK

Ground level houses a public transport interchange

Well connected at upper level to adjacent development

Accessible open space at the podium



Times Square, HK

Accessible public open space at ground level

Controversial issue with privatization of public space

Re-examine provisions for public open space, and the government quid pro quo with property developers



IFC, HK

Lacks connections to the street level, forcing pedestrians to move to upper podium level to access the open space

Less accessible to the general public, only frequented by office workers and mall visitors using the bars and restaurants

# 4 – Open Up Public Place



Greenbelt, Manila

Offers an unconventional “garden wall” design

Weaves through the meandering open-air plazas, courtyards, and pathways

Outdoor seating for restaurants and cafes nearby. Elevated walkways ensure ample exposure to the park

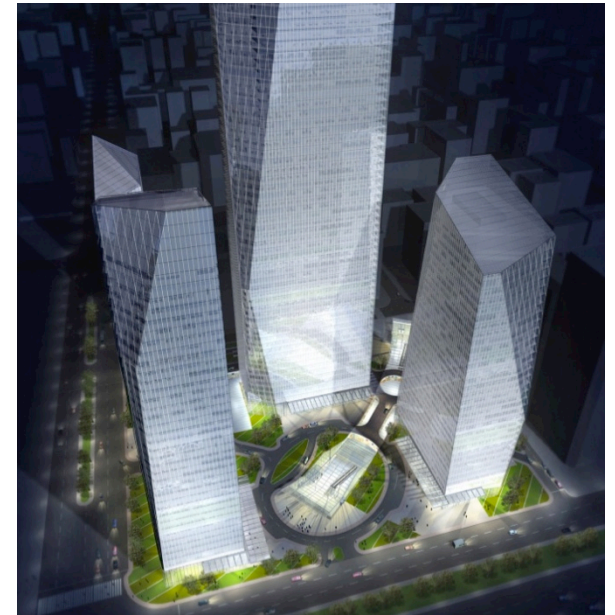


Concord Pacific Development, Vancouver

Woven into the fabric of the adjacent city grid

Provides public access to the waterfront

Respected as a self-sufficient community, with a range of retail uses, services, and amenities



IFC, Seoul

30% of the green area is required at grade level

Green area at grade level provides street level plaza for pedestrians

# 5 – Integrate Infrastructure



Station-related mixed-use developments in Hong Kong provide seamless connection to transit resulting in “Development Oriented Transit”

More recent developments tend to be isolated and less pedestrian friendly with poor integration with the surrounding areas

The challenge moving forward is to better integrate these development at grade with surrounding areas and make them more pedestrian friendly

# 5 – Integrate Infrastructure



Physical and social integration can be achieved by reducing road footprint and infrastructure uses and providing more active uses at ground level

Urban integration and pedestrian connectivity are a priority to avoid isolated developments in the future

Important to integrate new developments with existing urban fabric of the surrounding older urban areas to preserve the city's heritage and culture



# 5 – Integrate Infrastructure



Kowloon Station, Hong Kong

Economically successful but lack of street level interface

Seamless connection within the site: Elements shopping mall and the MTR

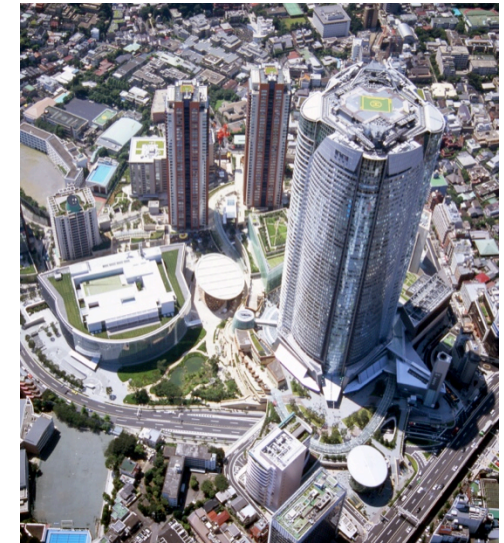
Restricted or no integration with surrounding areas limit pedestrian access from neighboring districts



Tokyo Midtown, Tokyo

Well integrated into the adjacent areas through a large open space at grade

Well connected to the Roppongi railway station



Roppongi Hills, Tokyo

Development seamlessly integrated by the park and network of meandering landscaped public open spaces

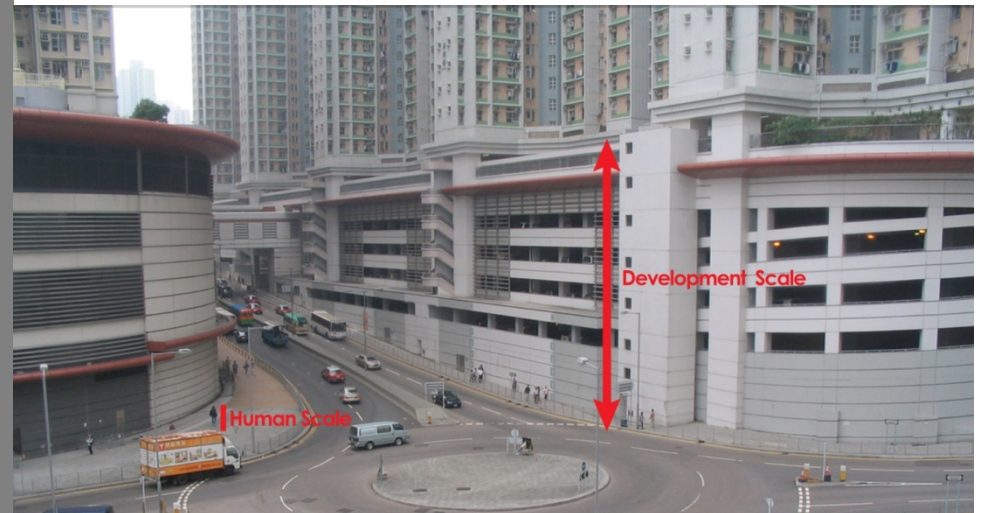
Podium edges fold down to street levels

# 6 – Activate the Streets

Pedestrian priority is important, building should meet the street in a pedestrian friendly manner

Streets of human scale, street-level interface and continuity are also an important for vibrancy

The size of the block and the road footprint determine the type of development and nature of the streets



# 6 – Activate the Streets

Urban design guidelines for large scale developments can help avoid blank walls and dead streets

Streets should be tree-lined and developments should have proper interface with those streets to enhance the sense of belonging and security

Incentives such as bonus plot ratios to encourage developers to provide public open space and public amenities at grade and underground car parks





# 6 – Activate the Streets



## Langham Place, Hong Kong

Indoor public space with a glass atrium that imitates the outdoor environment

Management issues and confusion for the users – private space or public space?

A poor environment at grade resulted in the closure of a number of entry points to the development



## Xinyi Place, Taipei

Vision to remodel the Xinyi District as the economic, cultural, and administrative centre of Taipei City

Height limits for buildings, regulating the width of the streets, and designating the types of plants

Ensuring a pleasant pedestrian environment and movement on ground and footbridge levels



## Marina Bay Financial Center, Singapore

Well connected with other developments

Forms a close cluster with a high quality public realm

Open space at grade

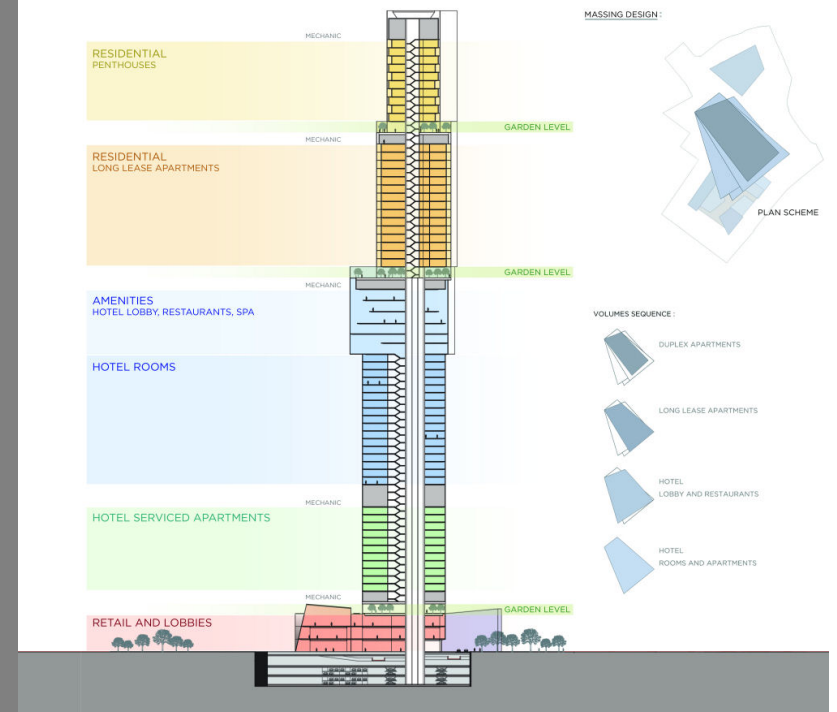
Promenade along the waterfront

# 7 – Keep it Flexible

Facilitate good urban design through urban design review, planning, regulatory framework and an independent TPB

Government could take a more proactive approach in hearing public concerns and guiding more sensitive development to add long term value to the city

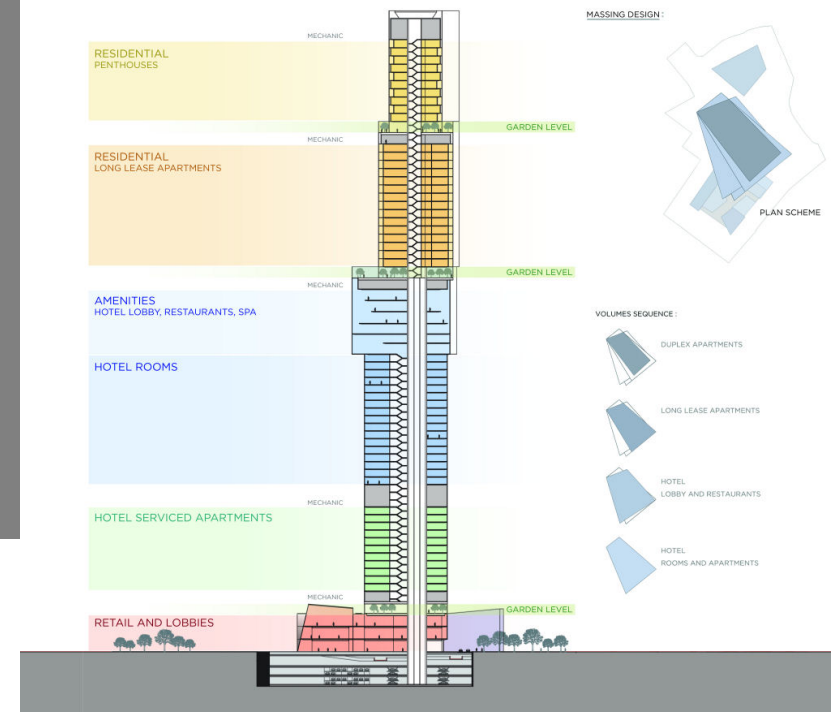
Zoning needs to be more flexible to enable mixed uses, including a mix of public, private, and affordable housing, and planning should be done at the district level with specific urban design plans in 3-D



# 7 – Keep it Flexible

Government could provide incentives to facilitate good urban design and ensure provision of high-quality public space at grade and pedestrian friendly streets within CDA developments

Good urban design, sensitive and integrated developments should be encouraged by commending developers and designers



Hong Kong – Peak View.

# 7 – Keep it Flexible

## Zoning Control, New York City

Safeguard street-level exposure to the sky

Encourage developers to dedicate such spaces as an open plaza or a street-level arcade

## Design Guidelines, Singapore

Promotes sky-rise greenery through more relaxed guidelines

A clear base and bonus plot ratio calculation, setback requirements, height of building edge, size of podium and parameters for all types and scale of developments.

## Commission for Architecture and the Built Environment (CABE), UK

Provided independent design advice to help cities create better buildings and high quality public spaces



## Urban Design Review Panel, Vancouver

Composed of design professionals from the public and private sectors

Provides advice on significant development permit applications

Assists in the formulation of urban design policy and criteria

# 8 – Promote Sustainability

Development needs to focus beyond the sustainability of buildings to incorporate sustainability at a neighborhood and district scale similar to LEED ND

Physical and social integration of developments with the surrounding areas and the district should be considered

Impacts of gentrification and maintaining existing social networks as far as possible within redevelopment projects

# 8 – Promote Sustainability

More specific urban design guidelines should be proposed in order to ensure sustainable and integrated developments at different levels

There could be bonus plot ratios to encourage vertical greening and green roofs, affordable housing mix

Avoid developments in ecologically sensitive areas



# 8 – Promote Sustainability



Citywalk, Hong Kong

Integrated with the area at ground level: increases visibility and accessibility

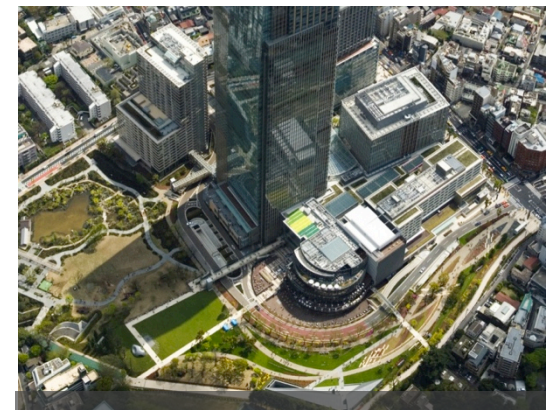
Creation of ground floor public passage in exchange for bonus GFA concession

Public space courtyard in the centre has a good width to length ratio



HafenCity, Hamburg

Urban location, mixed uses, lively atmosphere and innovative development process; as well as outstanding open space design



Tokyo Midtown, Japan

More than 40 percent of the project area reserved for urban park

Offers several sustainable features and goes beyond building sustainability

New York City, New York

Pays attention to sustainability at the neighborhood, district and city scale. A city of neighborhoods with a good network of public open spaces

# 9 – Engage People Early On

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Public engagement is a comparatively new concept in Hong Kong

Process is changing for the better, but both the government and community needs to put more effort into the process

Community lacks trust in engagement exercises: perception of collusion between government and developers



# 9 – Engage People Early On

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The city relies too heavily on private developers to do social good, but in most cities it is common for Govt. to negotiate with developers to ensure public good

Need to involve more stakeholders and engage people in a creative way to provide clarity for the community and the developers

Should engage project stakeholders from diverse backgrounds at an early stage

# 9 – Engage People Early On

## Vancouver

Extensive experience of public engagement in the planning and urban design process.

Council realized they needed to revamp the planning process to engage citizens from the beginning.

Ensures that new developments integrate well with neighboring areas and contributes to the overall city vision

## New York City, New York

Public engagement is an integral part of the plan making process.

A clear city vision and specific urban design guidelines

Major developments go through a review and negotiation process with the planning department

New initiatives are developed with public engagement

## London

Decentralize s the power of the government

Sets policy to support local government, communities, neighborhoods, etc.

Created the “Good Practice Guide to Public Engagement in Development Schemes”

Government has offered free planning aid for community groups who cannot afford to pay professional fees

# 10 – Manage, Control & Coordinate

Role of ownership and management can be different

Multiple owners can contribute to diversity, but one owner can also contribute to diversity, the key is coordinated management control

The concept of Business Improvement Districts and Community Improvement Districts can be adapted to create pedestrian oriented, environmentally friendly, and sustainable developments

BIDs/CIDs can be led by NGOs with the involvement of private developers and community groups

Benefit the community and add long-term value to the city and people

# 10 – Manage, Control & Coordinate

## MTR Developments

Benefitted by coordinated management control, which allows efficiency and flexibility

Enables provision of multiple uses and convenient transit options

Enables large-scale developers to do more with less

## Marina Bay Development Agency, Singapore

Department of URA, Singapore

Responsible for planning, design, implementation, coordination, management, branding and place marketing

Provides opportunities for the public to enjoy the great places along the waterfront

## South Bank Partnership, London

Protects local environment and infrastructure

Promotes good urban design

Tackles crime to improve community safety

Consults community for local regeneration Projects

## Center City, Philadelphia

Center City District aims to keep the city clean, safe and well-managed

Reinforces the city as a vibrant place to work, live, shop and visit

# Ten Principles for a Sustainable Approach to New Development Launch!

The 10 Principles launch in Hong Kong was well attended by many of the participants from the private and the public sector including academia, government officials, community representatives, and some major developers in Hong Kong.





# Ten Principles for a Sustainable Approach to New Development – Launch!





# Hong Kong's Ten Principles led to Government requesting the Advisory Panel services of ULI

## Kai Tak Advisory Panel

Current master plan emphasizes heritage, ecology, sports, and tourism. Efforts are being made to connect Kai Tak with surrounding districts.

### Issues discussed:

- A Clear Vision and Integrated Development
- Master Planning and Good Urban Design
- Place Making, Branding and Sustainability
- Implementation and Management Challenges

# Sustainable Approach to New Development Study Phase II



Recently, ULI North Asia, along with UDP Int'l, have been awarded a grant by the ULI Foundation to further continue our study on Large-scale developments in Hong Kong.

How can the ULI Ten Principles actually begin to influence future developments in Hong Kong?

*Thank You!*



Questions?