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# Mixed Use Tall Buildings – The Challenges and Benefits of Vertical Urbanization | 多用途高层建筑—垂直城市化的挑战与受益



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苏永成是一位著名的超高层建筑管理专家。他作为仲量联行的总经理，最近被任命领导深圳平安金融中心的管理运营。苏先生于2012到2015年任仲量联行物业及资产管理华北区总管，于2009到2012年担任广州国际金融中心总经理，并拥有30年的客户关系管理经验，其中包括跨国企业、房地产投资信托基金、房地产投资者、开发商、各大银行与海外投资基金的客户。



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Colin Dowall 作为皇家特许测量师协会的一名资深会员，现为区域总监并任仲量联行中国区至尊客户服务管理总监一职。Colin擅长从事零售综合体的开发计划和管理，在快节奏的亚洲地区有超过12年的跨文化工作背景，并且在19年间，在零售综合体项目的咨询和管理方面屡获殊荣。



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迈克·乔治在仲量联行有超过15年在工程管理领域的经验，并致力于为澳大利亚的高层建筑提供物业资产管理服务。在悉尼，他为亚太范围内的设备设施提供至尊服务，尤其是新兴的超高层建筑。迈克作为资深的电气工程师，在建筑自动化，建筑工程学和运营管理方面有相关背景。迈克现管理仲量联行区域至尊资产及高层建筑委员会，并且为全球至尊资产委员会的会员。

## Abstract | 摘要

*China is the global epicenter of mankind's mass urbanization and the exploding growth of global cities. China is the unrivaled leader in the development of tall buildings on an unprecedented scale in terms of their number, geographic distribution, and sheer scale. This phenomenon is rapidly and dramatically changing the scale of cities in China, and the fabric of the purpose, function, and operation of the buildings of which they are comprised. The creation of diverse vertical communities, the social, operational, and economic challenges they impose – yet with the promise of significant benefits to the health and well-being of the community and other stakeholders – is driving the adoption of new paradigms for the ownership and management of mixed use tall buildings. This paper will outline the emergence of mixed-use tall buildings in China's cities that support diverse uses and functions. It will explore the economic necessity to incorporate mixed uses*

**Keywords: Community, Economic Feasibility, Placemaking, Property Management, Social Cohesion**

中国是人类大规模城市化的全球核心，也是城市爆发式增长的全球代表。就高层建筑的数量、地理分布和体量而言，其前所未有的规模，使得中国成为高层建筑发展中当之无愧的领军者。这种趋势正快速而显著地改变着中国城市的规模，以及城市中建筑物的用途、功能和运行。各种垂直社区的创建及其带来的社会、运营及经济挑战，将极大提升社区及其他相关者健康、福祉的前景并推动综合性高层建筑产权及管理模式的创新。本文概述了中国城市中多用途和多功能综合体高层建筑的发展历程，旨在探索将多用途及其演变作为新型房地产投资工具的经济前景。

**关键词：社区、经济可行性、定点、物业管理、社会和谐统一**

## Introduction

China is the global epicenter of mankind's mass urbanization and the exploding growth of global cities. China is the unrivalled leader in the development of tall buildings on an unprecedented scale in terms of their number, geographic distribution, and sheer size (CTBUH). This phenomenon is rapidly and dramatically changing the scale of cities in China and the fabric of the purpose, function, and operation of the buildings of which they are comprised.

The creation of diverse vertical communities, the social, operational, and economic challenges they impose – yet with the promise of significant benefits to the health and well-being of the community and other stakeholders – is driving the adoption of new paradigms for the ownership and management of mixed-use tall buildings.

This paper will outline the emergence of mixed-use tall buildings in China's cities that support diverse uses and functions. It will explore the economic necessity to

## 简介

中国是人类大规模城市化的全球核心，也是城市爆发式增长的全球代表。就高层建筑的数量、地理分布和体量而言，其前所未有的规模，使得中国成为高层建筑发展中当之无愧的领军者（\*CTBUH“高层建筑和城市住区理事会”）。这种趋势正快速而显著地改变着中国城市的规模，以及城市中建筑物的用途、功能和运行。

各种垂直社区的创建及其带来的社会、运营及经济挑战，将极大提升社区及其他相关者健康、福祉的前景并推动综合性高层建筑产权及管理模式的创新。

本文概述了中国城市中多用途和多功能综合体高层建筑的发展历程，旨在探索将多用途及其演变作为新型房地产投资工具的经济前景。

本文介绍了产权及管理模式的演变过程以及洞察未来城市中广大垂直社区的沟通创建、培育、维持和管理。

中国高层建筑的规模和数量在不断增加，位置也在不断变化，项目开发的热浪正从

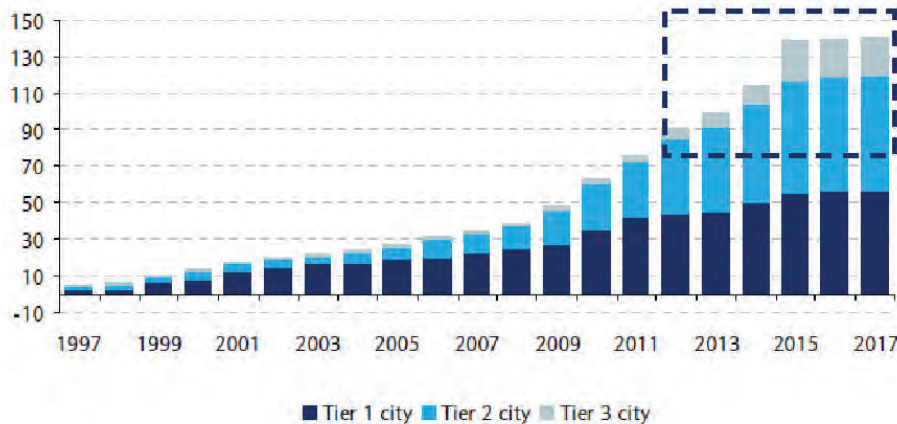


Figure 1. China will expand its total number of tall buildings by 87% to 141 by 2017. (Source: Barclays Capital)  
图1. 到2017年, 中国高层建筑的数量将增长87%, 达141栋。(来源: 巴克莱资本)

incorporate mixed uses and their evolution as a new class of property investment vehicle.

It will present the evolution of ownership and management models and provide insight into the future of the creation, nurturing, sustainment, and management of communications in vast vertical urban communities.

In addition to the increase in the size and number of China's tall buildings, the locations are also changing, with development clusters appearing inland from the economically advanced coastal areas of the Pearl River Delta (PRD) and Yangtze River Delta (YRD), within tier 2 and 3 cities (Figure 1).

It is well known that the pace of urbanization in China has driven the national housing boom. However, a bunch of "fresh-off-the-farm" laborers are not going to translate directly into a need for new skyscrapers. Yet, that increase in urban population is being incorporated into a larger economic system, from which demand is generated several steps further down the line for commercial use.

The current stock of buildings has been developed in tier 1 cities within CBD or commercial zones, where there is demand for commercial mixed-use. With the crop of new building locations in tier 2 and 3 cities, the mixed-use themes are continuing, with the difference being that these developments include residential elements. Development decisions to incorporate residential components do stem from ever growing housing demand, but more so from the need of the developers to generate sales and quick capital returns.

## Community

Once, cities within North America competed for the race to the sky. But in the 21st Century,

this race is led and by China and the Middle East, both of which have soared ahead.

China continues to be a major contributor to global urbanization. Between 1990 and 2000, more than 150 million people (the equivalent population of Russia) moved to urban life in Chinese cities, with a further 200 million people (the equivalent population of Brazil) added between 2000 and 2010. The urban population is expected to rise further by approximately 190 million in the decade from 2010 to 2020 (JLL Research, China).

This unrelenting population transition to cities is challenging China's property developers, owners, investors, and designers to provide practical solutions to maximize space utilization and built form efficiency. However, in the design process, the principles of architectural form, efficiency, and feasibility remain vital, permeating down into context, which means relating to the city, to the local community, to the building's occupants, and, of course, the objectives of the developers and owners (Figure 2).

So, urbanization's primary function is to bring rural residents into cities and incorporate them into the city economy. They become more productive – enhancing the economies of the cities where they reside, – and create

发达的珠三角和长三角等沿海地区蔓延到2、3线内陆城市(图1)。

众所周知, 中国的城市化步伐推动了国内房地产业的井喷式增长。虽然外来民工不可能快速成为新摩天大楼的需求者, 但城市人口的增加正成为中国经济版图不断扩张的助推器, 导致对商业用途建筑的下游需求水涨船高。

现有存量楼盘是在1线城市有商业综合体需求的中央商务区(CBD)或商业区开发的。随着2、3线城市新地产项目的涌现, 综合体开发已成大势所趋, 唯一的区别是, 这些项目包含住宅单元。将住宅单元纳入开发项目, 主要源于与日俱增的住宅需求, 同时也源于开发商对更大销量和快速投资回报的追求。

## 社区

曾几何时, 北美各大城市也同样争先恐后地打造摩天大楼。进入21世纪后, 飞速发展的中国和中东开始在这场角逐中领跑。

中国在全球城市化进程中继续保持着主要贡献者的地位。1990年至2000年之间, 有1.5亿多人(相当于俄罗斯人口总量)迁移到城市生活, 2000年至2010年之间, 再增加2亿城市外来人口(相当于巴西的人口总量)。在当前十年内(2010年-2020年), 预计将再增加约1.90亿城市人口(JLL Research, China)。

农村人口源源不断地涌入城市, 它们为实现空间利用和建筑形式效率的最大化, 给中国的房地产开发商、业主、投资者及设计者带来了挑战。但是, 在设计过程中, 与城市、当地社区、住户以及开发商和业主目标有关的要素如建筑形式、效率和可行性等仍是主要的推动力(图2)。

因此, 城市化的主要功能是推动农村人口进入城市, 融入城市经济。这样, 他们的生产力得到了提升, 他们所居住城市

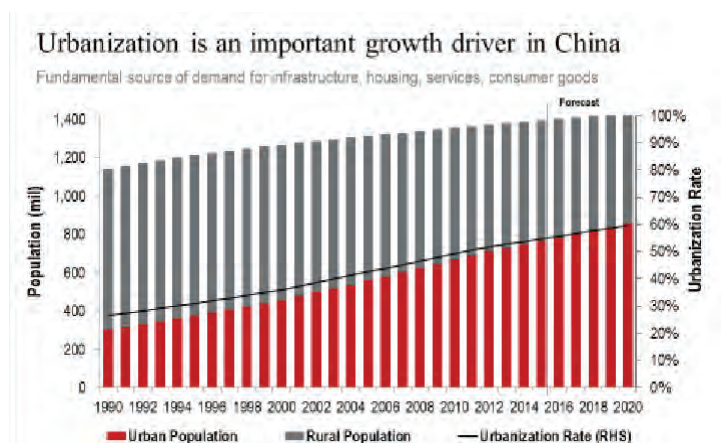


Figure 2. Urbanization is an important growth driver in China. (Source: JLL)  
图2. 城市化是中国一个重要的增长推动力。(来源: 仲量联行)





Figure 3. Vertical jungles in the sky within PTC Tower.

(Source: Group GSA)

图3. PTC大厦内的空中垂直丛林。(来源: Group GSA)

economic activity that fuels demand for additional services and multiple forms of real estate.

To date, the current stock of completed tall or supertall buildings in China have not included large elements of residential use. It is obvious that the current stock of buildings have been delivered in a time and in locations where there is a demand for mixed-use commercial space. The new crop of buildings in tier 2, 3 and 4 cities will have to follow different strategies; strategies to alleviate pressure for financial return and residential demand within locations where the commercial demand will not be sufficient. The under-construction, Zhong Nan Center, Suzhou has a small amount of residential units that will be sold for private dwellings.

Vertical stratification – multiple ownership (residential) and sharing services between public and private use – is a vital factor in design and for management through the operational life of the building. In order to fully extract the social, environmental,

community, and operational efficiencies, dedicated lobbies and drop off areas, shared amenity areas, sky gardens, and sky lobbies will act as functional spaces that allow the building's and surrounding population to coexist. These areas and floors also afford the opportunity to create amenity and meeting spaces while separating the different uses. Largely, these are the principles which drive the thought process in designing these buildings in China.

### Urban Oasis Case Study

Philippine Transmarine Carriers (PTC) Tower has eight sky gardens reflecting the eight main regions of the Philippines incorporated into the design of PTC's mixed-use, 400-meter tower in Manila. The landscaping and plants differ in each garden reflecting these geographic areas, thereby creating a vertical jungle from around the Philippines (Figure 3).

### Community & Cultural

Shanghai Tower has incorporated some unique thinking and strategies to engage the building population, the Shanghai community, and visitors to the building. A commercial museum has been included on the 27th floor not just to instill and promote culture but to offer exhibition and sales space to private owners of arts and artifacts. The design of the museum is in the style of a traditional Chinese Suzhou garden (Figures 4 & 5).

In China, tradition and beliefs permeate through and shape life. This is not lost in building design and management. The traditions of Feng Shui – “wind – water” – are often reflected in designs and practice through the positioning of objects or structures so as to harmonize with spiritual

的经济实力得到加强，他们从事的经济活动带动了服务业需求以及对各种房地产的需求。

目前，中国已完工的高层或超高层建筑并未纳入住宅用途。很显然，现有存量建筑的交付时间和地点满足多功能商业空间的需求。在2、3、4线城市打造新楼盘，须遵循不同策略，即在商业地产需求不足的地区，需采用缓解投资回报和住宅需求压力的策略。在建的苏州中南中心含有少量住宅单元，作为私人住宅出售。

垂直分层共有产权（住宅），公共机构与私人之间共享服务，是建筑物设计及运营期间管理中的关键要素。专用大堂和休息区、公用服务区、空中花园和天空大堂作为功能空间，允许建筑物和周边人口共生共存，可充分释放社会、环境、社区和运营效率。这些区域和楼层不仅提供了创建福利设施和会聚空间的机会，同时将不同用途区分开来。总体而言，这些要素是在中国设计这些楼盘中推动思维过程的主要原则。

### 城市绿洲案例研究

“菲律宾海外承运商大厦”（PTC大厦）拥有8座空中花园，400米高、位于马尼拉的多功能大厦的设计中融入了菲律宾8大主要区域。每座花园的景观和植物各有不同，反映了地理区域的特征，从而打造了菲律宾的垂直丛林（图3）。

### 社区和文化

上海中心大厦将楼宇人群、上海社区及访客纳入大楼的设计之中，体现了独特的思维和策略。在27层，商业性博物馆的设立，不仅灌输和促进文化的发展，而且向艺术及工艺品私人所有者提供了展览和销售的空间。该博物馆的设计呈现出传统的中国苏州园林风格（图4、5）。



Figure 4. Shanghai Tower (Source: Gensler)

图4. 上海中心大厦及典型的苏州园林设计（来源: Gensler）



Figure 5. A typical Suzhou Garden design (Source: JLL)

图5. 典型的苏州园林设计（来源: 仲量联行）



Figure 6. Feng Shui is important in building design (Source: JLL)  
图6. 风水在建筑设计中的重要性 (来源: 仲量联行)



Figure 7. Feng Shui is important in building layouts (Source: JLL)  
图7. 风水在建筑设计中的重要性 (来源: 仲量联行)

forces. It is based on a belief in patterns of Yin and Yang and the flow of energies (Chi) that have positive and negative effects. The practice commonly influences orientation, placement, or arrangement. Indeed, masters practicing Feng Shui are consulted in interior and exterior design and finishes, the positioning and orientation of the building itself within the development site, and the placing of traditional artwork, water features and sculptures within the building and its surrounding site.

#### Case Study, Feng Shui Examples:

- The traditional of placing Chinese coins into the foundations of buildings as representing stability and wealth.
- Ancient stone pieces brought in from provinces around China and placed in locations and positions within the building to promote Chi – positive energy and forces.
- Incorporating the Five Elements or Forces (wu xing) – which in China are metal, earth, fire, water, and wood – the “elements” meaning generally not so much the actual substances as the forces essential to human life (Figures 6 & 7).

#### Economic Feasibility

China's city skylines are being dominated by tall buildings that are becoming taller with more ambitious and unique designs. As well as providing a practical solution to maximize space utilization in China's ever expanding and densely populated cities, these tall buildings are a way for the cities to project their wealth and ambitions for the future.

在中国，传统和信仰贯穿并塑造了整个生活。在建筑设计及管理，这些元素无处不在。传统的“风水”理念也常常体现在设计和实务之中，将物体或结构的定位与精神力量相协调。这是一种基于“阴阳”关系和“气”的信仰，既有积极的也有消极的影响。这种做法通常会对方向、设置或安排产生影响。实际上，人们会向风水大师咨询室内外设计和装潢、开发场地中建筑物的定位和朝向、传统工艺品的布置、建筑物及其周边区域内的水景和雕塑等。

#### 案例研究，“风水”举例：

- 将硬币投入大厦募款箱的传统象征着稳定和财富。
- 将取自全国各省的古石置于大楼内相应位置，用以提“气”，即正能量。
- 融入“五行”（金木水火土）。“五行”并不特指实际物质，而是指对人类生命有重要意义的力量（图6、7）。

#### 经济可行性

高层建筑不断刷新高度，设计也更加大胆、独特，日益成为中国城市天际线的主角。一方面，在中国城市面积日益扩大、人口日益稠密的背景下，要实现空间利用最大化，这些高层建筑就是最现实的出路；同时，它们也是保障城市未来财富及愿景的有效途径。

高层建筑已经从机构投资工具转变为非简单的投资回报率确定的价值参数的盈利途径。多功能模式的采用，将通过多元化降低风险，同时对于有住宅功能的高楼，可通过转售，希望不同群体投入不同功能。

但从建筑形态本身而言，在典型的自由市场经济中，80层以上高楼的建筑面积利用

效率不足、建设成本较高，以及开发周期较长，房地产价值很少物有所值。通常，投资者按照4%的净营业收入最低标准，也可能按照酒店物业5%的比例（取决于酒店的业绩），对商业办公楼宇物业进行估值。一般认为，鉴于这些地区的黄金位置和土地功能稀缺性，投资者对这些超值资产的兴趣会很高。

尽管如此，除非能取得为更大规模开发区域创造的价值（例如迪拜市中心的Burj Khalifa, KLCC的Petronas Towers, North Jeddah的Kingdom Tower, 纽约的世贸中心等），超高型大楼仍无力实现常规的财务指标。在这些实例中，高层建筑是在其周边建造多功能社区的催化剂。

打造旅游设施（特别是观景台），为支撑综合体高楼的财务可行性提供了重要平台。作为这方面的典型，上海环球金融中心大厦的商业和公共观景台创造的收入，接近大楼内部创造的租赁收入。此收入构成了对该建筑物营业净收入估值和最终估值的一部分。

#### 案例研究：平安金融中心（图8）

- 平安集团开发平安金融中心的宗旨和价值是为了获得在深圳建设和拥有总部大楼，而不是仅仅取得收益或收入。购买项目用地的价格较为低廉，建设前置期为8年，预计将在开业后5年内（大约为购置土地后12-13年！）实现盈亏平衡。
- 2012年制定租赁方案，该方案随着市场的发展不断调整，目前的租金报价高于最初评估价100%。
- 全市不同业态入住平安金融中心总部大厦的40层空间。其收入策略不是节省租金和管理费的成本，而是获得同一大楼内商业效率提升的机会。
- 可以认为，像上海中心这样的大楼不



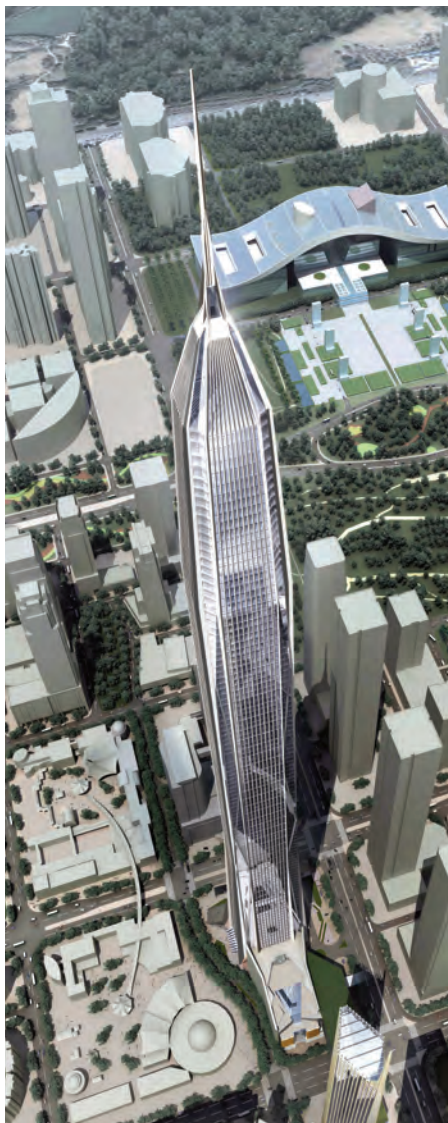


Figure 8. Ping An Finance Center, Shenzhen (Source: Kohn Pedersen Fox Associates)

图8. 深圳平安金融中心 (来源: Kohn Pedersen Fox Associates)

Tall buildings have moved from being institutional investment vehicles to trophy statements whose value is determined by parameters other than simple return on investment. The incorporation of mixed-use reduces risk through diversification, as well as offering the opportunity to pre-sell where there is a residential component and to attract equity from different groups for different components.

Looking purely at the building form itself then the floor space inefficiencies, higher construction costs and longer time frame for development of buildings over say 80+ storeys, are rarely justified by the real estate value in a typical free market economy. Usually, investors would value the property at the entry net operating income (NOI) cap rate of 4% for the commercial office portion and probably at a rate of 5% for the hotel portion (depending on the performance of the hotel). Given the prime location and the absence of land supply in such areas, it's believed the

interest level would be quite high for such trophy assets.

However, even so, being a supertall doesn't seem to measure up to the typical financial metrics unless the value created for a larger development area (eg Downtown Dubai for Burj Khalifa, KLCC for the Petronas Towers, North Jeddah for Jeddah Tower, WTC in New York etc) can be captured. In these examples, the tall building is the catalyst for the creation of a community of mixed-use development around it.

The incorporation of tourism facilities, and particularly observation decks, provides an essential plank to underpin the financial viability of most mixed-use tall buildings. Anecdotal, the revenue generated from Shanghai World Financial Center commercial and public observation decks is close to the rental revenue generated within the building. This revenue forms part of the evaluation of the building's NOI and eventual valuation.

#### Case Study: Ping An Finance Center (PAFC) (Figure 8)

- The rationale and value for Ping An in developing PAFC is not measured in the yield or income, but the opportunity to own and build a headquarters building in Shenzhen. The land was bought relatively cheaply and with the lead time to build and occupy being eight years, the building is estimated to breakeven within five years of opening (some 12–13 years after the land purchase).
- The leasing strategy was formulated in 2012. This has evolved with the market, with the current quoting rents being 100% above the initial appraisals.
- PAFC will consolidate different business from around the city to occupy 40 floors of its HQ building. Their strategy return is not one of cost savings on rent and management fees, but rather the opportunity to increase in business efficiency within the same building.

It could be argued that the traditional thinking on how to value buildings should not apply to buildings such as Shanghai Tower. How should we view the efficiency of such buildings when, by definition, their DNA and design must deviate from the standard to set new boundaries and instill new concepts around social cohesion and place making? In short, the traditional view surrounding efficiencies should change when thinking about these buildings. The amenity areas should not be viewed as common areas and, as such, excluded totally in these calculations.

适用于物业估值方式的传统思维。如果为了针对社会凝聚力和场所营造而设定新的边界及灌输新理念，这些大厦的风格和设计必须偏离既定标准，那么我们应如何看待这些大厦的效率？简言之，在考量这些建筑物时，对效率的传统观念也要转变。便利设施区域的存在，就如着眼于提升和创造更好生活的常规城市中的园林，为了促进交往和社会凝聚而在楼宇内部进行的空间共享，不应被视为公共区域，而应在计算中完全排除在外。上海中心大厦体现了传统城市景观和园林规划，现在融入垂直城市，复制了原创思维，保留了传统城市规划模式——城市形象将得以重新塑造（图9）。

#### 合伙制物业管理

- 尽管物业管理的传统做法对日常运营仍至关重要，新型、复杂化的挑战在管理制度设计及多功能垂直村镇及其周边项目运行过程中还会出现。
- 物业管理者为进出工作场所、购物、娱乐、休闲、文化、公共服务和交通方面的大楼人群提供服务。在中国，国有大厦或项目将成为政府及公共管理的重心、基础设施及自然区位优势，面向集散和商贸。因此，不宜高估其重要性。而实际上，它们是大家的邻居，其管理对整个社会的繁荣和福祉都有重要意义。
- 人口向城市的流动将带来对有效、专业化管理的需求。政府对综合体项目政策的承诺，将鼓励国有企业、私人营业、房地产业主、社区和地方政府制定集体管理计划。

当务之急是协调实施积极的举措，确保所处位置有价值、有吸引力。为了实现这个目标，在业主、住户和物业管理者等主要相关方之间，形成物业管理合伙关系，从而构筑成广泛的重大利益网络。这些利益将促进项目的活力及可行性，并将建立并维持其作为社区生命线的关键角色。

在主要当事方的大力参与下，通过这些管理举措，制定或者支持制定广泛实施的愿景和策略。通过一系列举措，成功吸引人才和投资的项目，创造更好的环境、福祉、品质和安全。

管理合伙制成效显著的原因是在其实现战略性目标中发挥了关键性作用。行动计划指明了策略是如何实现以及合伙制是如何在确保实现策略过程中成为推动力的。通过合作组织各主要相关方的有效支持和参与，配合愿景、战略及行动计划、全方位合伙关系，意味着项目的开发能：

These exist like parks and gardens in normal city planning to promote and create better life. This is sharing of space within the building to promote interaction and social cohesion. In the case of Shanghai Tower, the design team sought to mirror the original gardens and parks in traditional cityscape and planning, albeit now reflected into the vertical city, to replicate original thinking and retain traditional city planning paradigms – the city re-imagined (Figure 9).

### Property Management in Partnerships

While the traditional aspects of property management are vitally important to daily operation, other less traditional and even more complex challenges present themselves when designing the management regime for operating a mixed-use vertical village or town and its surrounding development.

The population of the property depends on the property manager for access to workspace, shopping, entertainment, leisure, culture, public services and transportation. In China, with SOE ownership, the building or development will act as a focal point for government and public administration, hubs of infrastructure, and natural locations for gatherings as well as trade and commerce. It is therefore difficult to overstate their importance. In a very real sense, they are everyone's neighborhood, and their management is central to the prosperity and well-being of whole communities.

Going forward the need for effective and specialist management will be demonstrated by urban flows to Chinese cities. The

Government's commitment to mixed-use development policy is encouraging SOEs, the private sector, property owners, the community, and local governments to develop collective management initiatives.

The task in hand is to coordinate proactive initiatives designed to ensure desirable and attractive places. To achieve this, property management partnerships are formed between the key stakeholders of owners, occupiers, and a property manager, thereby bringing together a wide-range of key interests. These interests can promote the vitality and viability of the development and establish and maintain its key role as the lifeblood of its community.

With senior representation from the key stakeholders, the management initiatives develop, or support the development of, a widely-adopted vision and strategy. Successful strategies are broad-ranging in approach, typically covering the development of what is on offer to attract people and investment, better environment, wellbeing, quality, and security.

What makes the management partnership effective is that it plays a key role in delivering the strategic objectives. Action Plans identify how the strategy is to be delivered and the partnership acts as the driving force in ensuring that delivery takes place. The combination of vision, strategy and action plan, the wide-ranging partnerships, and the effective support and involvement of key interests through the cooperative groups means that developments can:

- create mixed-use environments that are clean and safe

- 创建清洁、安全的多功能环境；
- 针对多种用途，提供高效的交通、停车、定位和出行；
- 通过积极营销和事件计划增强生命力；
- 推动品牌建设；
- 通过旅游和目的地管理，推广当地物产；
- 通过实施培训和就业计划，扩大当地社区的机会；
- 通过促进和整合全新福利设施、住宅项目和全天候经济活动，增加选择和多样性；
- 通过公共艺术和公共空间的创设，提升品质；
- 确保项目开发受人人欢迎，值得体验。

上海中心大厦物业管理公司是一家由3方业主和一方外部物业管理公司组成的合资公司（图10）。

### 通过“场所创造”增强社会凝聚力

“场所创造”并非一个全新概念 — “场所创造”的理念起源于20世纪60年代，其开创性意义在于提出设计是为了人而做，而非仅仅为了汽车和购物中心。

“场所创造”激励人们集思广益，展开想象，将公共区域打造成各个社区的核心。“场所创造”旨在通过增强人与他们

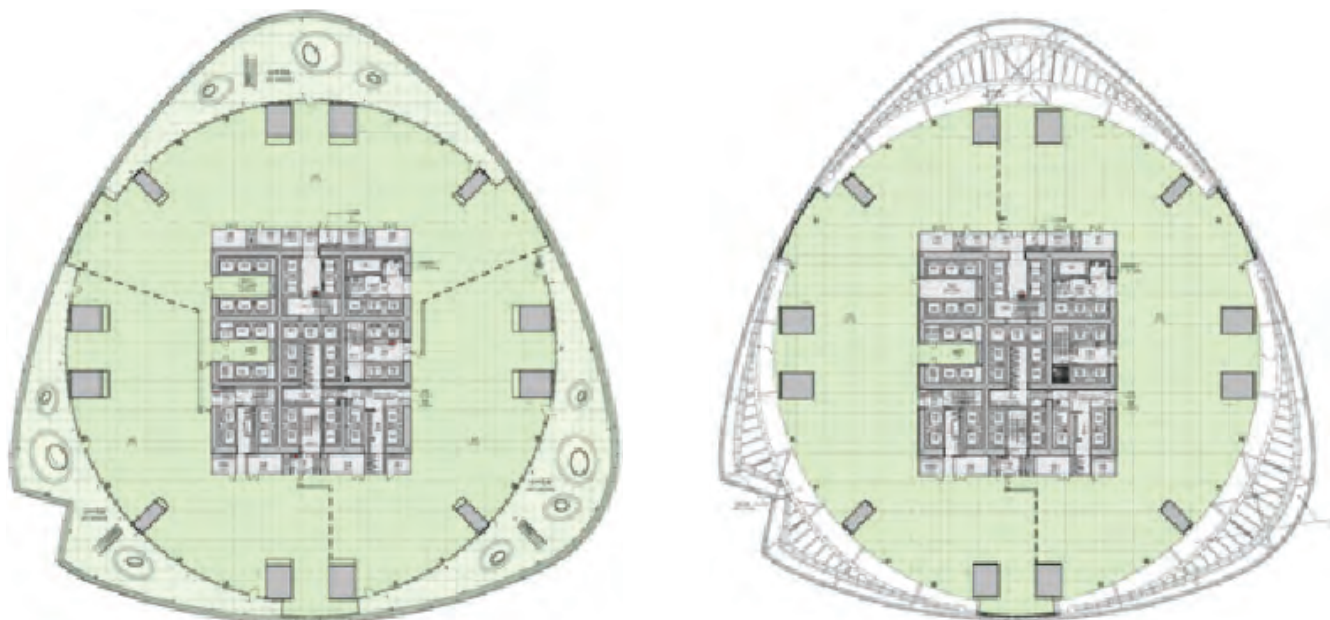


Figure 9. A typical floor plate for Shanghai Tower (Source: Gensler)  
图9. 上海中心大厦的典型楼面（来源：Gensler）



- provide efficient transport, parking, orientation, and accessibility for multiple uses
- vitality through proactive marketing and events programs
- develop branding
- celebrate local heritage through tourism and destination management
- expand opportunities in the local community through developing training and employment programs
- increase choice and diversity by promoting and integrating new amenities, residential development, and a 24/7 economy
- enhance quality through public art and creation of public realm spaces
- ensure that the development is welcoming to all and an experience worth having

The property management company for Shanghai Tower is a joint venture between the three owners and an external property manager (Figure 10).

### Social Cohesion through Placemaking

**Placemaking is not a New Idea** – the thinking behind Placemaking gained traction in the 1960s, with groundbreaking ideas about designing cities for people, not just cars and shopping centers.

Placemaking inspires people to collectively imagine and invent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value.

Tall and supertall buildings in China will be organic places attracting people to work, visit and live within its rapidly growing cities. Planning and investment at an early stage are needed to send a strong and clear message to the market of a place where employees and residential investors will enjoy working, socializing, and living.

Social interaction will need to be purposefully planned for and encouraged through the design of the project, choice and placement of amenities, and programming. The thought

process must be careful to avoid creating amenities without interest. In Shanghai Tower and Ping An Finance Center, the plan is to experience and use large civic plazas, sky lobbies including Medical facilities / learning centers / kindergartens, and learning facilities with activated public spaces encouraging pedestrian and surrounding area engagement. Plazas, amenities, and open spaces promote events and activities, entertainment, social interaction, and art.

More is achieved by working together – by pooling skills and ideas and by working towards influencing and achieving positive outcomes. The Management Partnership shares two key goals:

- To ensure the development is appealing as a vibrant destination to live in, work in, and visit, and
- To ensure the continuing development and management of those qualities that make it an interesting, fun and different from other places.

More than just promoting operational effectiveness, the management partnership should create a blend of form, function, utility and livability – people-friendly spaces with civic qualities, paying particular attention to the physical, cultural, and social identities that define the building and its surrounding space and support its ongoing evolution.

With community-based participation at its center, an effective management process will capitalize on the building's community's assets, inspiration, and potential, resulting in the creation of quality public spaces that contribute to its population's health, happiness, and well-being.

Placemaking within the tall building will show its population just how powerful the collective vision can be. To imagine everyday spaces within a confinement of its structure, and to see the thought and vision of the designers and operators in recreating amenity areas such as parks, meeting areas and plazas, neighborhoods, and retail in a vertical environment.

### Case Study: Shanghai Tower

Placemaking and Community: the building has a total of nine zones separated with eight different sky lobbies – each zone is accessed by an express elevator to the lobby (like a local express train to the station) then a change via the sky lobby to an elevator that stops at the floors within the immediate zone above (like taking the bus to the offices). Each



Figure 10. Shanghai Tower sky lobby (Source: Gensler)  
图10. 上海中心大厦的空中大堂 (来源: Gensler)

所共享区域的关系，并通过合作流程，为共享价值最大化而塑造我们的公共空间。

中国的高层和超高层建筑将成为吸引人们在快速发展的城市中工作、游览及生活的生态环境。必须通过早期规划和投资，向市场发出一个强有力、清晰无误的信号，在这个地方的员工和住房投资者将享受工作、社交和生活的乐趣。

项目的设计、福利设施的选择和设置以及规划，要着力于对社会交往进行针对性计划。必须实施谨慎的思维过程，以避免创建毫无意义的福利设施。上海中心大厦和平安金融中的功能规划为体验和使用大型市民广场、空中大堂，包括医疗设施/学习中心/幼儿园和学习设施，充满活力的公共空间，吸引行人和周边区域的参与，大量广场、福利设施、开放空间为各种活动、娱乐、社交和艺术活动提供了广阔平台。

这种合作方式带来的成果还有更多一通过汇集技能和思想，并通过努力影响和取得积极成果。物业管理合伙制的主要目标有两个：

- 确保开发的项目是理想的生活、工作及游览场所；
- 确保持提升和管理使其有趣、好玩及不同于其他地方的这些品质，

除了提升运营效果外，管理合伙还应打造一个形态、功能、功用性和宜居性的集合体。市民空间中的人性化场所特别注重健身、文化和社会属性，从而成就了建筑物及其周边空间的个性及可持续发展。

在以社区为核心的全民参与下，一个有效的管理流程将能利用建筑社区的资产、灵



sky lobby is a landing floor or station to create a community and meeting place within the landing floor. The thinking being that people will meet each other each day when they arrive and transit within the building, much like the traditional travel to and from work regimes (Figure 11).

## Conclusion

In China, property management continues to evolve and respond to the new challenges of the economic forces, urbanization, and fast paced expansion of its cities and their development of supertall and mixed-use complexes with multiple owners.

The challenge is to ensure that skills and know-how are in place to enable these developments to achieve the expectations placed on them by the government, its owners, and the surrounding population.

Management initiatives created by key stakeholders are bringing about real change in the way properties are managed, owned and valued. At one level we are seeing an improvement in environmental quality with sustainable thinking and accreditation, planting, greening, cleansing and community initiative schemes. This is making these developments attractive places to visit or in which to work and trade. The more strategic initiatives are playing a key role in attracting substantial investment into the cities; in helping to resolve the pressures of urbanization, transport, and access deficiencies; in making places people want to live and visit; alongside creating vibrant trading and business environments.

感和潜力，有助于创建优质公共空间，推动住户的健康、幸福和福利。

高层建筑内的“场所创造”将向其住户展示集体愿景的力量会多么强大。想象一下某个结构范围内的日常空间，想象一下设计师和运营商对娱乐设施区域的思维和愿景，例如公园、集会区域和广场、小区及垂直环境中的零售业态。

## 案例研究上海中心大厦

“场所创造”和社区：该大厦共有9个区域，由8个不同天空大堂分割开来，每个区域通过高速电梯直通大堂（如同当地高铁直通车站一样），然后通过高空大厅换乘电梯，在上层空间内的各个楼层停留（如同乘坐公共汽车至办公室）。每个天空大厅都是一个降落楼层或站点，在降落楼层形成一个社区和聚会区。这种想法的出发点是人们每天在抵达大厦及在大厦内换乘时都可以相互会面，与传统的上下班出行十分相似（图11）。

## 结语

在中国，为了应对经济力量、城市化及城市快速扩展以及超高型和综合体项目带来的新挑战，物业管理模式不断演变。

如何跟上这些发展的步伐，确保具备足够的技能和指示，实现政府、业主和其他人群预期的目标是面临的挑战。

主要参与方制定的管理举措正带来物业管理、产权和评估方式的实质变化。从某个角度，我们能看到通过可持续性思维及认证、种植、绿化、清理和社区举措来改善环境质量，使得这些地方成为人们喜爱的游览、工作和商务场所。加强战略性的举措在吸引大量投资进入城市、帮助化解城市化压力、交通和出行困难、为人们提供愿意居住和游览的场所，以及在创建充满活力的商贸环境等方面发挥了重要作用。



Figure 11. Shanghai Tower has nine different vertical zones (Source: Gensler)

图11：上海中心大厦9个不同的垂直区域（来源：Gensler）

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Project for Places website for knowledge content and historical comment