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# Urban Design and Nurturing Cities

## 创建城市、培育城市



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Kazunari Kano has worked for Mori Building Group since 1996. Before coming to China in 2004, he worked in Planning Department of Overseas Operations Subsidiary in headquarter in Tokyo, Japan.

Since 2004, he was the director of Construction Management of Shanghai World Financial Center. After 2008, he became the director of Mori Building China (Shanghai) Co., Ltd. for later-stage management and operations.

Currently he acts as the head of Development and Planning Department of Mori Building Group in China for investment development businesses in main cities in China.

叶一成先生自1996年起开始在森大厦集团工作。在2004年赴任中国之前，他在日本东京森大厦集团总部的海外子公司策划部门工作。

从2004年起，他担任了上海环球金融中心项目指挥部部长一职。2008年之后，他开始担任森大厦(上海)有限公司董事并参与后期运营管理。

目前，他作为森大厦集团在中国区的开发策划部门负责人，负责开拓中国主要城市的投资开发业务。

### Abstract

Mori Building meets the challenges of times by designing and constructing "Vertical Garden City". This concept is the creation of compact cities that integrate land subdivides over previous decades and erect high-rise structures that open up green areas. Our ideal compact city has a functional diversity: business, residential, shopping, leisure, recreational, educational and cultural. It nurtures people, encounters people, interacts with people and communicates with people.

Mori Building's Three Missions of Urban Design:

1. Safety and Security
2. Environment and Greenery
3. Culture and Art

The future is not just a matter of constructing building and infrastructure. Urban design must support and foster the lives of the people, tap the future potential of the community and play a proactive role. In order to achieve these goals, Mori Building needs to actively promote its ideas and visions for society.

**Keywords: Urban Design, Vertical Garden City, Area Management, Roppongi Hills**

### 摘要

森大厦集团作为城市开发理念的“垂直花园城市”，是指有效整合被细分化的土地，通过将“职、住、游、商、学、休憩、文化和交流”等多样的城市功能立体组合，实现能够在步行圈内生活的超高层集约型城市。充分利用天空·地面·地下的空间特性，创建全新的环境共生型城市。

森大厦集团开发城市的三大使命：

1. 安全与安心
2. 环境与绿化
3. 文化与艺术

仅由建筑物与基础设施并不能构成城市，城市应该为人们的生活以及日常活动提供支援和支持，充分挖掘地域和社区未来的各种可能性，并助其发展。为此，森大厦集团要向社会倡导并提供各种各样的城市建设理念与模式。

**关键词: 总体设计、垂直花园城市、城区综合运营管理、六本木新城**

### Building and Breeding of the City

Minoru Mori, the deceased president of Mori Building who designed Roppongi Hills, wishes to realize 21 century version of La Ville Radieuse as the ideal city advocated by Le Corbusier in 1930s in Roppongi Hills.

"UrbanNewDeal" and "Vertical Garden City" advocated by Minoru Mori as the former president have developed "La Ville Radieuse", and realized a ultra high-rise compact city vertically combining such city functions as "occupational, residential, travelling, commercial, learning, leisure, cultural and communication use etc. in which people can live on foot" (City to Challenge Hills written by Minoru Mori). Such city puts subdivided lands together, improves the capacity rate, controls

### [城市开发的理念][理想的城市建设]

提出六本木新城这一构想的人是森大厦已故会长森稔。他致力于将六本木新城开发打造成为勒·柯布西耶于1930年代所提倡的理想城市“光辉的城市”的21世纪版本。

已故森稔会长所提倡的“Urban New Deal政策”(城市新政)、“垂直花园城市”理念，继承了“光辉的城市”的设计思想并加以发展，是指将“职、住、游、商、学、休憩、文化、交流等多样的城市功能立体组合为一体，使人们能够在步行范围内生活的超高层集约型城市”(《Hills面向城市的挑战》森稔)。对细分化的土地加以重新整合，合理有效地提高容积率，控制建筑覆盖率，防止建筑物密度过高。确保绿化自然

the building density to the minimum while preventing the buildings from being arranged in a dense row. The spacious over-ground spaces covered with plants act as the place for people to rest in a concentrated manner. Thus a city in which you can enjoy residence, occupation and culture emerges.

Roppongi Hills are not an aggregate of the single buildings. It can be thought to be a block designed by considering the balance between the building and afforested open spaces/roads, and inheriting the urban planning ideas of Le Corbusier.

## Expansion of Block Units

In order to create the streets with urban transverse division elements that can't be realized in the development of single unit such as "Green Network" and "Path of the Wind", it is required to make verification in a larger block. Grand design is commonly used within the block to update streets, thus forming a network at a city scale. The research on "4ha Block Model" is about the development towards realizing a city-scale network by considering the freedom degree of configuration planning and face-to-face look between buildings etc., and through the combination of different "4ha Block Models".

## Seven Skills for Future Block Construction

For the purposes of solving such problems of Tokyo including deteriorated urban landscape due to buildings by disordered construction, long time commute due to separation of work and dwelling, tight living environment due to traffic jams, serious global environment problems such as heat island effect and increased carbon dioxide discharge etc., and urban construction being fragile when facing disasters etc., seven skills of Vertical Garden City are brought forward.

### 1. Considering Superblocks

Carry out the construction of charming blocks with diversified urban functions (working, dwelling, commercial, travelling, educational and medical function) and open spaces that a small block cannot obtain.

### 2. Improving Disaster Prevention Functions

Construct blocks using seismic restraint and vibration suppression construction and performing at a high level of safety. In addition, construction of "Escape Streets" within the block having refuge spaces and storage warehouses as the disaster prevention site.

### 3. Using the Low Rise Part Flexibly

Construct the blocks using the terrain by utilizing underground and newly built artificial foundation actively. Build the space full of water and plants on the artificial foundation and ensure good lighting and ventilation for the underground part.

### 4. Environmental Consideration

Carry out the energy saving and carbon dioxide reduction for all buildings. In addition, build the blocks that consider urban environments, which can mitigate the heat island effect, and build an "environmentally symbiotic cities".

### 5. Reorganizing the Road Functions

Coordinate with the block construction and implement the road construction considering the regional network; plant shade trees to realize the prosperity along the streets and provide a place for communication.

的地上空间以及人们聚集休憩的场所。能够让人同时享受居住、工作与文化的城市应运而生。

六本木新城不是独栋建筑物的无机集合体，在其构想中，充分考虑了建筑物、绿色的自然环境与道路之间的平衡，是继承了勒·柯布西耶的城市规划思想的理想城区。

## 街区单位的扩张

为了使城市开发中保证在独栋建筑物的开发中无法实现的“绿化网络”以及“风的通道”之类横跨城市的要素，必须用广域的街区来进行验证。整个地区共享总体设计，并依照总体设计改建城区，以城市尺度形成网络。通过对“4ha街区模式”的研究，充分考虑了城市设计的自由度、同时意识确保私密性的建筑物间隔，通过“4ha街区模式”的连续实现城市尺度，去论证网络形成的可行性。

## 未来街区开发的7大手法

为解决东京现有的一些城市问题，如因无序建设的建筑物造成的城市景观恶化、职住分离而造成的通勤时间过长，交通堵塞造成生活环境压力、热岛效应以及二氧化碳排量增加等地球环境问题愈发严重、城市结构在面对灾害时非常脆弱等，森大厦提出开发垂直花园城市的7大手法。

### 1. 大街区总体设计

通过大街区的总体设计，开发在小街区无法获得的多样化城市功能（工作、居住、商业、休闲、教育和医疗）以及拥有开阔空间的魅力街区。

### 2. 提高防灾能力

开发采用抗震和免振结构同时具有高度安全性能的街区。此外，开发在街区内规划具备疏散空间和储存仓库的“逃进来的避难街区”作为防灾场所。

### 3. 灵活运用裙楼部分

积极利用地下空间和开发第二人工地面来开发有效利用地形的街区。在第二人工地面上开发水景和绿化的空间，并且确保地下部分有良好的采光和通风空间。

### 4. 重视环境保护

所有建筑均进行节能和减排等举措。此外，开发注重城市环境的街区，减少热岛效应，创建“环境共生型城市”。

### 5. 梳理道路功能

结合街区开发，在考虑区域网络的前提下建设道路。沿着道路种植行道树，沿街创造热闹和可供交流的场所。

### 6. 丰富交通移动方式

通过公共交通系统立体化来建设与通行距离以及出行方式相对应并且行人、车分离的交通网络。行人空间考虑无障碍设计，以使残障人士能舒适通行。

### 7. 街区立体化

将平面延伸的街区立体化，增加可有效利用的空间。此外，调整建筑物的天际线，改善城市景观。通过充分向空中争取空间，使得地面的空间变得更加宽裕。

## 6. Enriching the Travel Means

Construct and enrich the traffic network suitable for corresponding travel distances and travel means and separating pedestrians and vehicles by configuring public transit system vertically. Consider the barrier free design for the pedestrian space so that the disabled person can travel comfortably.

## 7. Construct Three-Dimensional Streets

Make the two dimensional and wide streets three dimensional and increase the spaces that can be utilized effectively. In addition, make the skyline of the building orderly to improve the urban landscape. Generate spaces that can be used unhurriedly in the air from the ground.

## From the Block to the City

### Exploration of Grand Design

Draw the redevelopment plan of Mori Building on a large and white map to test the development model on one hand and test the image of certain area on the other hand. Use a wide area configuration map or model to study the city skyline and green network, and conduct the comparative research on the height and distance of buildings suitable for the multi function compact city.

Make the model for hypothetical planning scheme for the area, and make a research on what streetscape will appear. Compare it with the domestic and foreign city model and imagine the city that can be created.

Look down into the city image which is under highly dense development and in which the overall streetscape is updated. Recognize the crowding of the street buildings due to current height limit, and use the streetscape model when the high buildings with the height of 300-500m is allowed to carry out the comparative research.

### Street Nurturing Work (Urban Management)

Shingo Tsuji, the founder of "urban management" and the president and CEO of Mori Building undertakes social mission of making people and the society vigorous through city construction and city nurturing work. He centers on unswerving visions, challenges continuously with the measures and speed and speed sense meeting the requirement of the times, and aims at exploring new times.

He describes "building the city and nurturing the city" as follows:

Since two years before Roppongi Hills open, the discussion about how to nurture the built streets will be better has started.

It is the most charming and shining when the development is completed generally. As the time goes by, the shine will disappear, and it become a mode few people care about.

In order to become streets that become busier and more charming over time, what kind of planning does it require?

Introduce three features:

"The block branding", "the Block Mediumization" idea, and the planning of "community nurturing"

#### 1. Block Branding

Create the branding of blocks in order to deliver the idea that "such is the block as we wish".

## 从街区到城市

### 总体设计的探索

森大厦的城区再开发项目以在一张空白地图的构思为契机，在研究开发模式的同时，也验证了特定区域的构想。运用广域总体设计图与模型，在探讨城市的形态以及绿色网络的同时，也将适用于多功能且紧凑型城市的大厦高度、楼宇间隔进行了比较研究。

通过区域规划构想方案制作模型，探讨研究会形成怎样的城区。将国内外的城市模型进行比较，构思理想的都市。

推动该地区的高度聚集化，俯瞰整个区域再开发后的城市景象。重新认识现行的高度限制导致城市中建筑密度过高的现状，运用模型做比较研究允许建设的高度为300m~500m等级的塔楼出现情况下的城区。

### 创建城市、培育城市(城区综合运营管理)

森大厦代表取缔役社长辻慎吾是“城区综合运营管理”这一概念的创始人，他肩负通过创建城市和培育城市的工作来让人们与企业充满活力的社会使命。他以坚定不移的愿景为中心，运用符合时代要求的手法及速度感不断进行挑战，以开拓一个新的时代为目标。

他对“创建城市和培育城市”的阐述如下：

从六本木新城项目竣工2年前起，就已经开始探讨如何培育建成后的街区。

几乎所有的在项目都无法逃离刚完成时最具光辉的时刻，但随着时光流逝，其光芒逐渐消失，并慢慢淡出人们的话题。

那么，为了让街区随着时间流逝更具魅力、更加繁华，它需要怎样的筹划呢？

可以向大家介绍城区综合运营管理的三大特征：

“街区品牌化”、“街区媒体化”理念以及“培育社区”机制

#### 1. 街区品牌化

为了传递“这就是我们所希望的街区”的理念，打造街区的“品牌化”。

“创意街区”=“高开放度的街区”

在街区运营开始前，对森大厦的员工以及在六本木新城的商业设施中工作的人员、保安、清洁工等人（共计2000人左右）均进行过培训，来实现品牌的渗透。

开业至今10年以上，这项培训仍在继续。

#### 2. “街区媒体化”的构思

运营街区所需费用考虑由街区自身创收。“街区媒体化”思路。

六本木新城每年聚集了4000万人。这意味着多少价值？像电视、报纸、网络一样，街区不是也具有媒体价值吗？街区媒体化（由六本木新城首创）。将街区作为广告载体。

这在当时属于划时代的构思，任何广告机构都未曾想到过。

森大厦不仅打造出了硬件，而且创造了全新的城区综合运营管理机制。

#### 3. 培育社区

原本居住在此地的小业主、新入居的居民、职员、各商业设施的工作人员等，立场各异的人们共同组建了“六本木新城自治会”。



“Creative Block”=“Open-Minded Block”

Before the block opening, not only the employees of Mori Building, but also the workers, guards and cleaners working in the stores in (totaling about 2000 persons) have been trained to achieve the brand penetration.

Ten years have passed, and it is still going on today.

## 2. The Idea of “Block Mediumization”

Consider the expenses for running the blocks will be earned by the block itself. The idea of “Block Mediumization”

40,000,000 people will gather here every year. What’s the value in it? Does TV, newspaper and internet have the value as the media? Mediumization of block (headed by RH). Billboard only

Such idea is epoch breaking for the time being. And no advertisement agency has thought of it.

Mori Building can not only create the hardware, but create new block operation structure.

## 3. Nurturing the Community

All people having various standpoints including residential oblige living here originally, new residents, office staffs and people working at different merchants form “Roppongi Hills Union”.

It can be said that the redevelopment has destroyed the community, however, in Roppongi Hills, it is really nurturing new community (Hill-Marche, Tai Ji, Roppongi folks in summer and spring rite).

Last year Roppongi Hills celebrates its tenth anniversary. What we should think is not only about building the block, but also nurturing the block with all kinds of people.

After next decade, oh no, 50 years, we may attract a lot of people or things. We wish we can keep such attractiveness. The things of the block attracted for such attractiveness can be accepted widely and become an open minded idea.

Time is evolving, and of course people are also changing. So what is the attractiveness of next block? It requires all of us to perceive and design them from generation to generation.

## Area Management Strategy

It is difficult to call a project as a school and a hospital at the same time; however it is possible for a block to integrate such functions. Improve the attractiveness of strategic areas to make it become a city gathering people, things, money and information from all over the world.

## Toranomon Hills Project

Loop Road No. 2, as a real key trunk route in the prefectures of Tokyo goes under the Tower. Buildings are constructed over the road. According to current knowledge, the routes include are the routes in the air or over the ground. Within 20 years since the development of three dimensional road system integrating the roads and buildings, no examples occur once. It is fairly difficult to erect the artificial surface on 66 Square. So Toranomon Hills project is an epoch-making event for new undertaking of city regeneration.

按照一般的常识会说项目的再开发破坏了社区，但在六本木新城，项目的再开发却一步步地培育出了一个新的社区(新城市场、太极拳、六本人夏季集体舞以及春之祭典等)

2013年，六本木新城迎来了开业10周年。我们应该思考的不仅仅是创建街区，更要和各界人士一同培育这个街区。

下一个10年之后，不，50年之后，六本木新城依然会吸引大量人材、物质与资金。我们希望六本木新城能保持这份磁性，广泛接受被吸引至此的事物，继续保持为“具有高开放度”的街区。

时代在发展，当然人也一直在不断变化。那么，下一个街区的磁性是什么呢？这就需要年轻的一代去感知和构想。

## 城区综合运营管理策略

很难在一个项目中同时规划学校和医院，但是大的街区可以整合这些功能。提高战略规划区域的吸引力，从而使之成为从世界各地聚集人材、物质、资金、信息的城市。

## 虎之门新城项目

环状二号线在东京都的都道中属于真正的主干道路，它从大厦的下方通过。建筑建在道路上面。按照一般常识，道路要不在空中，要不在地上。在道路和建筑一体化的立体道路制度制定之后的20年内，没有出现一个案例。在六本木新城广场上架设二层步行连廊已相当困难。因此，虎之门新城项目对于城市再生的创新项目样板来说具有划时代意义。

空中或地面道路属于按行政意义划分的道路概念。在六本木新城广场上架设二层步行连廊已经相当辛苦。正是虎之门新城项目在道路与建筑物的共生上踏出了第一步。如果没有整体开发的构想，那么东京都环状二号线永远无法化为现实。在这层意义上来说，虎之门新城项目是一个划时代的项目。

环状二号线为一条连接奥运会主体育场和奥林匹克村的主干道路。在这里汇聚了各种交通手段，从而改变市中心区域的人流，并成为非常重要的交通基础设施。

我们有责任为社会留下城市资产。如果在像六本木新城这样的大街区中也是门可罗雀，商业设施空置率高，那么这不仅仅是我们的问题，而且这对于东京来说也是个大问题。

## 结论

森大厦集团提出了“创建城市、培育城市”的理念。在建筑物竣工、客户入住后并不意味着结束，城区建成之日才是开始之时。

像六本木新城露天广场这样带有巨大屋顶的广场在世界各地都无法找到，光是屋顶就花费了足以建造一幢小型楼宇的建设成本。不过正是由于有这样的屋顶，即使在雨天也可举行各种大型活动。由于各广场中经常举办一些活动，因此可以聚集人气。如此创造机会来吸引人流也是城区综合运营管理的一项重要因素。

随着人们汇聚到一起，物质、资金、信息也会聚集在一起。于是，人材、企业以及物质之间不断交错和交流就会造就新的事物。这样就有可能产生新的文化，不同业态也有可能一同联手进

The routes in the air or over the ground are the administratively divided road concept. It is fairly hard to erect the artificial surface on 66 Square. It is Toranomon Hills which moves the first step in coexistence of the roads and buildings. MacArthur Highway cannot be realized for ever without the idea of integrated development. In this sense, Toranomon Hills is an epoch-making project.

Loop Road No. 2 is a trunk road connecting main stadium of the Olympic Games and the Olympic Village. It changes the stream of people in the central area of the city by connecting various transport means, and become a very important transportation infrastructure.

We have the responsibility to leave the city assets for the society. If cuckoos crow and there are very few leases in such a superblock in Roppongi Hills, it is not only our problem, but also a big problem for Tokyo.

## Conclusion

For Mori Building, the completion of a project is not the end, but marks the beginning of our responsibility. Mori Building promotes the idea of "building the city and nurturing the city". After the completion of buildings, it does not mean the end upon occupancy by inhabitants; it shall be considered that it is just the start of new block construction upon the completion of building.

Such a square with a huge roof as Roppongi Hills Stadium cannot be found all over the world but here. Only for the roof, it has spent the costs for a building. However, the games can be held even in the rainy day with such a roof. Because some activities are held often in all squares, people gather together. So it is also an important factor for town management to create the chances to attract people.

Where people meet, the things, money and information also may gather together. So the interlacing or exchange of people or enterprise and the things will generate new things. There may be new culture, or it is likely that different types of businesses join to some interesting trials. Hence, the streets can be vitalized if new things are absorbed effectively. In the growth of a city, the "attractiveness" to attract people, things, money and information is essential. In the town management, constructing the structure generating such attractiveness is the most important topic. Mori Building must be sure to become a company seriously considering building attractive cities for real city regeneration and Japanese economic generation. Consequently, we have made various endeavors and challenges.

行一些有趣的尝试。这样如果不断尝试创造新生事物，那么街区便会变得更有活力。在一座城市的成长过程中，吸引人材、物质、资金、信息的“磁性”必不可少。构筑产生如此吸引力的装置是城区综合运营管理最为重要的课题。森大厦集团认真思考，为真正实现城市再生和日本经济再生，建设具有吸引力的城市这一不可或缺的要素，为此作出各种各样的努力和挑战。

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