

Title:	<b>Alternatives to Supertall Super-Density: Human-Scaled Neighborhoods Within the Megacity</b>
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Subject:	Urban Design
Keywords:	Context Density Master Planning Public Space Sustainability Urban Design Vernacular
Publication Date:	2016
Original Publication:	Cities to Megacities: Shaping Dense Vertical Urbanism
Paper Type:	<ol style="list-style-type: none"><li>1. Book chapter/Part chapter</li><li>2. Journal paper</li><li>3. <b>Conference proceeding</b></li><li>4. Unpublished conference paper</li><li>5. Magazine article</li><li>6. Unpublished</li></ol>

# Alternatives to Supertall Super-Density: Human-Scaled Neighborhoods Within the Megacity

## 超高层超高密度的替代选择：特大型城市里的人性化尺度社区



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### Abstract | 摘要

*The explosive urban growth of China has defied almost every prior notion of human scale. Considering the fact that the nation has more than 150 cities of 1 million or more people, and plans to move some 250 million additional people into cities in the next decade, it is tempting to conclude that “the only way is up,” and that multitudes of identical high-rises are the only logical answer. There is much evidence in the Chinese landscape that would affirm this viewpoint; indeed, the vast majority of new developments are tabula-rasa, new-build compounds that obliterate all memory of what has come before and replicate a reliable if soul-deadening pro forma from one city to the next. Alternatively, the phenomenon could be seen as a grand opportunity to create neighborhoods that draw from the richness of the past, but which show the way to a more sustainable future.*

**Keywords: Density, Super-Density, Urban Context and Vernacular**

中国突飞猛进的城市发展突破了以往传统的“以人为本”的理念。考虑到这个国家现有人口超过百万的城市有150个以上的现实，国家在下一发展阶段有将超过2.5亿人口迁移到城市的计划，似乎“只能向上”的发展思路以及建造大量类似的高层建筑是唯一合理的结论。中国现实中许多的设计理念也证实了这个观点。确实，大多数新开发项目是平地而起的新建项目，城市的历史积淀和记忆已荡然无存，千城一面的现状已失去了这个城市原有的特征。但从另一方面看，这里又蕴藏着一个巨大的契机，可以充分提升原有的城市资源，缔造一个可持续发展的社区。

**关键词：密度、超密度、城市文脉、乡土**

### Introduction

The explosive urban growth of China has defied almost every prior notion of human scale. Considering the fact that the nation has more than 150 cities of 1 million or more people, and plans to move some 250 million additional people into cities in the next decade, it is tempting to conclude that “the only way is up,” and that multitudes of identical high-rises are the only logical answer. There is much evidence in the Chinese landscape that would affirm this viewpoint; indeed, the vast majority of new developments are tabula-rasa, new-build compounds that obliterate all memory of what has come before and replicate a reliable if soul-deadening pro forma from one city to the next.

Policies and practices such as these betray China’s rich culture and history, and represent a very blunt and quick way of achieving high density. China has always had dense communities and distinct architectural approaches to accommodating its people. There are many other ways to achieve a successful blend of cultural resources, amenities, high- and low-rise, a mix of incomes, a diversity of uses, and a range of mobility options – in other words, to build

### 引言

中国突飞猛进的城市发展突破了以往传统的“以人为本”的理念。考虑到这个国家现有人口超过百万的城市有150个以上的现实，国家在下一发展阶段有将超过2.5亿人口迁移到城市的计划，似乎“只能向上”的发展思路以及建造大量类似的高层建筑是唯一合理的结论。中国现实中的许多设计理念证实了这个观点。确实，大多数新开发项目是平地而起的新建项目，城市的历史积淀和记忆已荡然无存，千城一面的现状让城市失去了原有的城市特征。

以如此生硬、直接的方式来达到高密度发展的政策和实践有违于中国丰富的历史和文化。中国一直以来就用高密度社区和独特的建筑方式来安置居民，除此之外，还有许多其他方式来融合文化资源、生活设施、高低层建筑、不同收入人群、多功能用途和多元交通方式。换言之，就是建立社区。在中国，开发商获得了开发大面积土地的权利，拥有了建造单一建筑，追求最高效益的权益。但从另外一个方面看，这里也蕴藏着一个巨大的契机，可以充分提升原有的城市资源，缔造一个可持续发展的新社区。

neighborhoods. The enormous swaths of land that can fall into a developer's control in China could be seen as license to create the most efficient machine for manufacturing of identical buildings, or, the phenomenon could be seen as a grand opportunity to create neighborhoods that draw from the richness of the past, but which show the way to a more sustainable future.

## Shui On Land – Vision

Shui On Land has taken a somewhat unconventional, but highly successful path to urban development in China. The vision of the company revolves around the core principles that utilize strengths in master planning alongside well-researched analyses of market trends and needs of the cities in which we work. The company works closely with the government to develop comprehensive master plans that can assist in achieving their goals and the transformation of their cities, and to create landmarks in the projects that will attract visitors and buyers.

The nine core principles are:

1. Create mixed-use communities whose premier functions are within walking distance.
2. Create vibrant lifestyle centers.
3. Offer pedestrian friendly environment. Shui On Land chooses to create human-scaled streets from developable site area and open them for use by public pedestrians as civic places for its community. The result is an active, pedestrian-friendly community, with a continuous street wall and small automobile turning radii, to enable a better walking experience (Figure 1).
4. Provide good linkage to transit.
5. Create memorable places at a human scale, with streets, promenades, green avenues and open spaces conducive to interaction. Shui On Land wants to create landmark places, not just iconic buildings. These places often work better when they are not grandiose or large-scaled. To do this, one must think beyond buildings, and think about the street and public squares as part of the development toolbox.
6. Maintain respect for local culture and the incorporation of local history. Walking through the development



Figure 1. Map showing location of Taipingqiao Xintiandi in Shanghai (Source: Shui On Land Ltd.)  
图1. 上海新天地太平桥位置图 (来源: 瑞安房地产有限公司)

should feel like a natural continuation of the context, not an alien experience.

7. Achieve sustainable development, from conserving energy, water and land resources, to providing healthy and comfortable live-work-play communities. About 45% of Shui On developments are currently LEED-registered, certified or pre-certified. Further to this goal, Shui On follows six major guidelines for sustainable development of all current and future projects:

- All large-scale master planning projects must achieve LEED-ND certification
- All newly built commercial projects are to be certified by LEED or by China Green Building (CGB) label
- All newly built residential projects are to be certified by CGB
- All residential projects are to provide well-decorated units when handing over
- All owned and operated real estate developments are required to reduce their unit carbon emissions by 20% from 2011 by 2016
- All newly built commercial projects are to be equipped with systems to monitor energy consumption

8. Enhance the social and economic growth of the local city

## 瑞安房地产——愿景

瑞安房地产突破陈规, 探索出了一条非常成功的中国城市发展之路。公司的项目发展遵循一系列核心原则, 发挥总体规划优势, 充分调研市场趋势和项目所在城市的发展需求。公司与政府密切合作, 制定全方位的总体规划, 以配合政府的发展战略和转型目标, 打造吸引人的城市地标。

这九个核心原则是:

1. 创造多功能综合发展的社区, 在步行距离内规划主要功能。
2. 打造富有活力的城市生活中心。
3. 提供舒适的步行环境。瑞安房地产选择在可开发地上创造尺度宜人的街道, 并将它们开放给公共行人, 作为社区的公共空间使用。这样做有助于形成一个有活力且尺度宜人的社区, 同时该社区有着连续的街墙和较小的转弯半径道路, 以保证更良好的步行体验 (图1)。
4. 提供便捷的公共交通连接。
5. 营造富有特色的人性化场所, 包括街道、步行道、林荫大道, 鼓励互动的开放空间。瑞安房地产力求打造有特色和活力的场所, 而非仅仅标志性建筑。那些优质的场所往往不是很宏伟或大尺度的。要做到这一点, 必须超越建筑本身思考, 需要将公共街道和公共广场当作是开发产品的一部分。
6. 尊重本地文化并融入本地历史。步行于开发项目之中, 感受到的是周边城市文脉的自然延伸, 没有陌生感。





Figure 2. Taipingqiao Xintiandi master plan (Source: Shui On Land Ltd.)

图2 新天地太平桥总体规划（来源：瑞安房地产有限公司）

- 所有大型总体规划项目获得LEED-邻里社区认证
- 所有新建商业项目获得LEED或中国绿色建筑认证
- 所有新建住宅项目获得中国绿色建筑认证
- 所有住宅公寓均提供精装修交付单元
- 所有正常运营的持有物业单位面积碳排放2011至2016年降低20%
- 所有新建持有的商业均提供能耗监测系统

8. 促进当地城市的社会和经济增长

9. 分期开发以达到“持续不断的成功”

运用这些原则，瑞安已经完成的总体规划的建筑面积超过1250万平方米，其大型总体规划社区发展项目分布在上海、武汉、重庆、佛山和大连五个城市（图2）。

基于这些开发原则的特色项目也被称作“天地”系列，在中文里的意思是“天与地”。在这篇文章里，我们将以中国的两个天地项目为例，阐述其与常规大规模开发项目的不同发展模式。

9. Phase development so as to facilitate “continuous success”

Using these principles, Shui On has master planned more than 12.5 million square meters of gross floor area, with major developments in five cities, including Shanghai, Wuhan, Chongqing, Foshan and Dalian (Figure 2).

7. 达到可持续发展，节约能源、水资源和土地资源，提供健康舒适的居住、工作、娱乐的社区。瑞安房地产开发的项目中有45%的项目已获得LEED认证或预认证。在这个目标基础上，瑞安所有现有项目和未来项目都将遵循以下六项可持续发展指导方针：

### 太平桥（新天地），上海

太平桥社区，常常以其核心发展区域的名字“新天地”为人熟知，它是瑞安房地产第一个大型、多功能的城市中心更新发展

The signature developments based on these principles are known as “Tiandi,” which means “heaven and earth” in Chinese. In this paper, we will use the example of two Tiandi projects in China that demonstrate an alternative to standard mass development models.

### Taipingqiao (Xintiandi), Shanghai

The Taipingqiao community, also commonly known by the name of its core development area, Xintiandi, was Shui On Land's first large-scale, mixed-use city-core urban regeneration development (Figure 3). The objective was to create an “International Community” equipped with full range of amenities, by way of master planning 1.25 million square meters of gross floor area (GFA) on 52 hectares, enabling life enrichment by placing “Live-Work-Play” functions within walking distance of each other. The planning concept was that an



Figure 3. Aerial view of original two blocks of redevelopment at Taipingqiao Xintiandi (Source: Shui On Land Ltd.)

图3 新天地太平桥原两个区块的再开发项目鸟瞰图（来源：瑞安房地产有限公司）





Figure 4. Intimate street scale of Xintiandi was preserved and commercial success supported by selective demolition and renovation (Source: Shui On Land Ltd.)  
图4. 新天地紧密的街道尺度和得益于选择性拆除和翻新的商业 (来源: 瑞安房地产有限公司)

international city should possess a desirable environment for living, working and relaxing to attract and retain top talent from around the world, as well as have focal points in the city center where locals and internationals can gather (Figure 4).

With the help of SOM as master planning consultant, the planning objectives included the following:

- Create a logical pattern of land use based on the potential value and compatibility of the different anticipated uses.
- Create a logical transportation framework to support new development.
- Create a clear environmental framework to organize buildings and open spaces.
- Create a unique landscape feature that gives the area a strong identity.

In terms of urban design, the targets include:

- Developing lakefront office and residential buildings to help to create a unique urban setting. Their strong image value is reinforced by the area's other urban design features – bridges, promenades and gateways. Together, they help make it a memorable place.
- Buildings in the area should have their own distinctive architectural character. Except in the Historic Preservation Area, they should be contemporary in

character – with references to the area's traditional architecture. Their scale and choice of materials and colors should complement the historic district.

The entire master plan consists of several main components: the Shanghai Xintiandi adaptive reuse neighborhood in the west; premium offices in Corporate Avenue in the north; Lakeville, the luxury residential area in the south; a mixed-use shopping and entertainment business center to the east; and an artificial lake in Taipingqiao Park at the center (Figure 5).

Xintiandi synthesizes Chinese design motifs with a contemporary approach to architectural form and expression, blending the traditional shikumen style of late-19th and early-20th-century row housing in Shanghai with modern facilities. The initial intervention was in a group of buildings lining two blocks. In this project, some buildings were preserved, some were partially preserved and partially rebuilt, some were completely rebuilt, and some were newly designed. Importantly, the urban fabric of the area was saved. Xintiandi is a popular commercial success, disproving the stereotype that China only values what is new. The conversion of these buildings into a lifestyle center was so well received that "[Xintiandi] is widely regarded as the turning point marking the shift in the government's policy from

项目 (图3)。它的目标是创建一个功能齐备的“国际社区”，项目占地52公顷，总建筑面积125万平方米，通过总体规划手法在步行距离内融和“居住-工作-娱乐”功能于一体，使生活变得丰富多彩。规划理念是：国际化的城市应该拥有理想的居住、工作和休闲娱乐的环境，以吸引和留下世界各地的精英才干，同时在中心城区保留本地人与国际友人可以聚集的场所 (图4)。

在SOM总规划顾问的协助下，形成了包括以下内容的规划目标：

- 根据土地的潜在价值和各种用途，合理使用土地
- 合理组织交通，以支持规划中的各种用地
- 规划清晰的绿地系统，把建筑和开放空间有序连接起来
- 创造独一无二的城市景观，增加太平桥地区的特色

其城市设计方面的目标包括：

- 湖滨的办公和住宅建筑应创造一种统一而独特的城市氛围。其他城市设计元素包括桥、过街天桥、门楼等应协调起来以强化城市形象，共同形成一个流连忘返的场所。



Figure 5. Taipingqiao Lake and Park (Source: Shui On Land Ltd.)  
图5. 太平桥人工湖和公园 (来源: 瑞安房地产有限公司)



Figure 6. Public space of Xintiandi at night (Source: Shui On Land Ltd.)  
图6. 夜晚新天地的公共空间 (来源: 瑞安房地产有限公司)





Figure 7. Map showing location of Wuhan Tiandi in Wuhan city (Source: Shui On Land Ltd.)  
图7：武汉市武汉天地的位置图（来源：瑞安房地产有限公司）

demolition to preservation” (ULL) when it came to historic neighborhoods (Figure 6).

To be clear, however, this was conceived as an adaptive reuse project rather than pure preservation. In fact, only a few buildings in the entire area were deemed by the government to be historically significant and were required to be completely preserved – those neighboring the original meeting place of the Chinese Communist Party. Plazas and promenades created by demolishing some buildings returned the sense of communal living that pervaded the shikumen historically, while enabling a wider range of commercial possibilities (Figure 7).

Taipingqiao Park is the defining central feature of the Taipingqiao neighborhood, and one of the most important elements. Shui On proposed the park as a public-private development, which contains a man-made lake and 220 underground parking spaces, built it in 2001 as an up-front investment, and continues to manage it for the public today. It was one of the first parks in Shanghai with no admission charge, and to stay open 24 hours. Although it seemingly defies the notion of a high-value development by sacrificing buildable land, part of the success story of the park is that surrounding properties represent some of the city's highest values specifically because they adjoin the amenity. The surrounding commercial high-rises to the north and residential high-rises to the south get some breathing room and form a backdrop to the sizable new public space. The park also helps to reduce the urban heat island effect, and contributes to the overall master plan's LEED-ND Gold Stage 2 Certification (Figure 8).

In essence, Taipingqiao provides the link between historic, culturally rich traditional neighborhoods, a well-established commercial

- 本区的建筑应有自己的特征，除传统保护区外，其他建筑应为当代风格，并与传统建筑形式相呼应，其色调、尺度和材料的选择都应与历史保护区相得益彰。

整个总体规划由几个主要部分组成：西部的上海新天地历史建筑重建区、北部的企业天地顶级办公楼、南部的高端住宅翠湖天地、东部的多功能购物和娱乐商业中心，以及中部的太平桥人工湖公园（图5）。

新天地综合了中国建筑设计精华与现代建筑形式及表现方式，为19世纪末20世纪初的石库门传统联排住宅注入了现代化功能。最初实施的是其中两个地块的一组建筑。在这个项目里，一些建筑被完整保护并修缮，一些建筑被进行部分保护、修缮和部分重建，另一些建筑被完全地重建，还有一些建筑是新设计建造的。最重要的是，这个区域的城市肌理得到了保护。新天地在商业上大获成功，打破了中国只喜好新事物的思维定式。这种将传统建筑改造成为活力生活中心的模式深受好评，美国城市土地协会评价说“新天地”被广泛地认为这是政府对待历史街区的政策从拆除向保护的历史转折点，成为具有历史意义的社区（图6）。

但要清楚说明的是，与纯粹的保护不同，新天地是一种历史建筑活化并再利用的项目。实际上，在整个区域里只有个别建筑是政府定义为具有历史价值并被要求保留的——那些邻近中国共产党一大会议原址的建筑。拆除一些建筑后创造的广场和步行道将石库门历史的公共生活的气息弥漫到整个空间里，同时赋予了更多样商业活动的机会（图7）。

太平桥公园是太平桥街区的核心，是它最重要的元素之一。瑞安最初提出在此建造一个公园，作为公私合作的开发项目，它包括一个人工湖和220个停车位的地下空



Figure 8. Wuhan Tiandi master plan (Source: Shui On Land Ltd.)  
图8：武汉天地总体规划（来源：瑞安房地产有限公司）

间。作为启动项目之一它建于2001年，瑞安对其长期运营管理并向所有市民开放。它是上海最先一批不需要门票的公园，且在24小时开放。尽管它因为牺牲了可建设用地，似乎违背了高价值开发利用的理念，但是正因为毗邻着这片休闲空间，其周边地产代表了这座城市的最高价值，这成为了太平桥公园成功的有力证明之一。北面环绕的高层办公和南部的高层住宅因其存在得到了呼吸舒缓的空间，并形成了这个大小可观的新公共空间的背景。太平桥公园也帮助减少了城市的热岛效应，为总体规划获得LEED-邻里社区金级第二阶段认证作出了贡献（图8）。

本质上，太平桥通过打造人性化的街道、小巷和公园绿“肺”，在历史、文化底蕴丰富的传统社区、系统完善的商业街道，以及现代生活对高密度高端住宅、办公、酒店地产的需求之间创造了一种连接和平衡。对这一开发项目的最好赞誉是，大多数人不仅仅认为它是一个单独的项目开发——“新天地”已经成为上海“街区”的代名词，远远超过了原来规划者的预期（图9）。

## 武汉天地

武汉位于汉江和长江的交汇处，是中国地理位置的中心。自明代以来，武汉就是一个重要的贸易中心。在19世纪末的第二次鸦片战争期间，武汉成为中国当时七个开放的通商口岸之一，汉口滨江区域被划入当时的外国租界（图10、11）。

现代的武汉因拥有强大的制造业基础，被称为“中国的芝加哥”。今天的武汉已经由一个工业城市向教育和科技中心转型。在人们的观念中，江水与这座城市密不可分，但是事实上由于一系列防洪堤的存在，城市亲近水体的途径有限（图12）。





Figure 9. Medium- and high-rise buildings at Wuhan Tiandi are placed to preserve human street scale and avoid overshadowing narrow streets (Source: Shui On Land Ltd.)

图9. 武汉天地中高层建筑规划保留了人行街道尺度并避免遮挡狭窄的街道 (来源: 瑞安房地产有限公司)



Figure 10. Aerial view of Wuhan Tiandi, showing extent of historic tree preservation (Source: Shui On Land Ltd.)

图10. 武汉天地鸟瞰图, 显示历史保护树木范围 (来源: 瑞安房地产有限公司)

thoroughfare, and the contemporary needs for high-density, high-end residential, office and hotel properties, with human-scaled streets, alleyways, and green "lungs" in the form of a much-needed park. Perhaps the greatest compliment that can be paid to the development is that most people do not recognize it as a single development – "Xintiandi" has become synonymous with the idea of a Shanghai "neighborhood," exceeding the expectations of its planners (Figure 9).

## Wuhan Tiandi

From the Ming Dynasty onwards, Wuhan has been an important trading center, located at the confluence of the Han and Yangtze rivers in the geographic center of China. In the late 19th Century, during the Second Opium War, it became one of China's seven open trading ports, and the Hankou waterfront was divided into foreign concessions (Figure 10, 11).

In modern times, it was envisioned as a "Chinese Chicago" with a strong manufacturing base, and now it has evolved from an industrial to an educational and technology center. Psychologically, the city is wedded to its rivers, but in reality access has been limited by a series of flood-control levees (Figure 12).

The commercial center of the city moved inland, and the riverfront areas have been underdeveloped in recent decades, despite the conversion of many levee areas into parks. The issue of poor connectivity along routes perpendicular to the river persisted.

The area that became Wuhan Tiandi, formally called Yongqing, consisted of two large parcels along the river, which prior to development consisted of low-quality, dense residential areas. Some historic commercial buildings

武汉的商业中心逐渐转移向了内陆, 除了将一部分防洪堤改造成江滩公园之外, 这里的滨江空间的开发在近几十年来处在停滞状态。连接滨江的道路非常有限, 这个问题一直没有解决。

武汉天地所在地名为永清, 由沿江的两大片地块组成, 在开发之前曾是破败拥挤的

居住区。基地南边还保留了一些原来在日本租界里的历史商业建筑, 北面则被铁路站场和分散的棚户住宅所占据。基地与城市交通连接良好, 除了两条城市主干道围绕基地以外, 基地坐拥两个地铁站点, 一条地铁线路穿过, 另有一条地铁线在建。



Figure 11. Public space of Wuhan Tiandi at dusk (Source: Shui On Land Ltd.)

图11. 傍晚武汉天地的公共区域 (来源: 瑞安房地产有限公司)



Figure 12. The atmosphere of Xintiandi has made it one of Shanghai's most popular neighborhoods (Source: Shui On Land Ltd.)

图12. 新天地的气氛已经使其成为上海最受欢迎的社区之一 (来源: 瑞安房地产有限公司)



remained in the former Japanese Concession in the southern half, while railway yards and scattered residential predominated in the north. The sites are also bounded by two major roads, plus one complete and one under-construction metro line, serving two stations.

The concept of Wuhan Tiandi, an urban regeneration development master planned in 2005, is a mixed-use development comprised of residential, office, hotel, retail, F&B and entertainment facilities in the heart of the city, with a GFA totaling about 1.5 million square meters.

With help of SOM as master planning consultant, the development targets include:

- Create a unique identity for the area through stunning open spaces, signature architecture and pedestrian-friendly environments, all relating to Yongqing's great location on the Yangtze River Boulevard and the No. 2 Bridge in Wuhan. Create a 21st Century riverfront skyline that puts Wuhan on the global map.
- Create walkable districts and neighborhoods centered around transit stations and focused on open spaces and pedestrian-friendly environments, as a model for Wuhan.

Site planning principles include:

- Establish Yongqing as a unique place in Wuhan
- Build on Wuhan's infrastructure
- Create direct and strong connections from the river.
- Establish the identity of an elegant riverfront in Yongqing
- Create scaled places and walkable blocks for people

The development planning concept revolves around reestablishing connectivity to the riverfront, by creating corridors between buildings for prevailing breezes and for green "fingers" that stretch from the park into the neighborhood's interior. The prevailing development paradigm of "big block, wide street" was upended to favor "small block, dense street" and a comfortable scale. Lot sizes are small, around 10,000 to 20,000 square meters. Commercial clusters with the tallest high-rises are set furthest back from the river and closest to the metro stations.

Lower residential towers line the streets running to the river, but are set back and nestled among low-rise, high-density courtyard housing, which inherits the local Chinese culture of courtyard living and prevents the narrow streets from feeling like "canyons." The green fingers extend across the riverfront boulevard to connect the neighborhood with the park and the water.

The earliest portion to open, in November 2009, is the core "Xintiandi" mixed-use development (57,000 square meters), which takes advantage of existing historic, commercial and low-rise residential buildings and their interstitial spaces, upgrading these and lining the perimeter with several thoughtfully placed towers.

Just as importantly, continuity with prior generations of habitation was maintained by preserving old trees in the neighborhood. Virtually the entire development is no more than 800 meters' walk from a metro entrance.

In summary, Wuhan Tiandi is a successful creation of a premium mixed-used community in central China. It achieved USGBC LEED-ND Gold Stage 2 Certification in 2009. It offers a riverfront landmark where people mingle and celebrate. It also receives an average of 30,000 visitors per day on weekdays and 50,000 visitors per day on weekends and public holidays. The residential sales and office rental values are some of the highest in the city. It reconnects people with the river by providing a lifestyle in accordance with water, and recalls the city's memory by preserving and enhancing the history and local culture, while creating a center that can foster economic growth and regeneration in the district. Property values overall have increased several-fold in the last four years. As of today, the project has created 14 new human-scale roads and streets, six public parks, and four featured plazas.

### The Process of Creating Human-Scaled Neighborhoods

From these development experiences, we can summarize certain underlying principles:

1. Establish a well-scaled master plan for the long-term prospect

Following the SOL Master Planning Principles and market positioning, each project needs to create its own master plan. Along with the master plan, it is necessary to create an Urban Design Guide to facilitate the implementation of each plot during the course of

作为一个城市更新发展项目，武汉天地的总体规划概念形成于2005年，项目概念是在城市核心区打造一个包含居住、办公、酒店、零售、餐饮和娱乐设施的多功能综合社区，总建筑面积将达到150万平方米。

在SOM总规划顾问的帮助下，武汉天地制定了如下开发目标：

- 武汉永清片区濒临长江，区位优势，并与第二长江大桥相连。武汉天地通过创造一系列优质的开放空间、标志性的建筑和步行友好的环境，为永清片区塑造了独特的识别性。
- 创造以公共交通为中心的可步行社区，并关注开放空间和步行舒适的环境，塑造武汉的典范。

地块规划的理念包括：

- 使永清成为武汉市一个独一无二的地区
- 充分利用武汉市现有设施条件
- 将城市与长江相联系
- 为永清塑造优质滨水区的形象
- 形成尺度适宜的场所和适宜步行的街区

通过在建筑之间创造流动风廊和从公园伸向街区内部的“手指”状绿带，武汉天地总体规划以重建与滨江区的联系为核心展开。在本项目中，当前主流的“大街区，宽街道”的发展模式被颠覆，取而代之的是“小街区，密路网”的模式和亲和宜人的尺度。地块面积都较小，单个地块面积在10,000到20,000平方米之间。项目最高建筑所在的商业集群布局在地铁站周边，与长江遥望。

较低的住宅塔楼沿着通往滨江的街道排开，有统一的建筑退界并布置于低层高密度围合式地块内，这继承了传统中国文化的院落生活形态，避免了狭窄的街道让人产生像峡谷的体验。从湖滨大道延伸的“手指”状绿带将社区与公园和水域联系起来。

在2009年11月最早开业的部分是它的核心“新天地”多功能综合性开发（面积57,000平方米），它充分利用了现有的历史、商业、低层居住建筑和它们之间的空间，提高它们的品质并以精心布局的塔楼形成地块的边界。

同样重要的是，通过保护社区内的古树，早先的生活居住方式被延续下来。整个开发项目距离地铁站不到800米的步行距离。



development. Every master plan should also be environmental friendly, aiming for LEED-ND certification. A strategic phasing plan for the development is also a key to its success.

## 2. Relate the pedestrian-friendly master plan to the needs of the environment and local culture

Every city has its local history and culture. Respecting heritage will increase the value of the development. When appropriate, consider adaptive reuse as part of the development strategy. Approval of historical preservation can be a time-consuming and elaborate process that many developers try to avoid. However, the end result of a project that includes local character and culture will always trump the homogeneous product that can be built anywhere else.

## 3. Select a diverse range of architects to implement the master plan to add variety

As part of the city fabric, our developments should enhance the contextual setting by adding more variety and texture. By selecting different architects to design each lot, the master plan area will become a diverse, yet integrated neighborhood within the city. The Urban Design Guideline will also allow each architect to add its own design input without losing the intent of the original master plan.

## 4. Persevere to complete the master plan with flexibility to make necessary adjustments along the way

Every master plan aims to withstand the changes of time and market condition. The reality is that the future is unpredictable and most of the time the master plan should pivot to reflect the market needs. Master planning is a continuous process that the developer must be ready to make changes to throughout the way, without losing its original planning intent.

## 5. Work with the government throughout the process

Every successful large-scale development relies on the collaboration of the government. The developer must strive to align the goal and vision of the development with the vision of the city

总体来说，武汉天地是一个位于中国中部的优质多功能综合社区的成功典范。它于2009年荣获了LEED-邻里社区金级第二阶段认证。武汉天地提供了一个供人们交往和欢聚的滨水地标场所。在工作日，每天会接待平均30,000人次的游览者，在周末和法定节假日这个数字会达到50,000。武汉天地住宅销售和办公楼租金为全市最高之一。它通过提供一种靠水而居的生活方式将人们和河流联系起来，通过保护和加深历史和地域文化唤回了城市的记忆，同时创造一个既能促进经济增长又实现城市更新的城市中心。这里的地产价值在过去的四年里增长了几倍。截止今天，武汉天地已经创造了14条全新的人性化的街道、6座新的公园和4个特色广场。

## 创造人性化社区的过程

基于这些开发经验，我们可以将一些潜在原则总结如下：

### 1. 从长远发展的角度建立一个尺度适宜的总体规划

遵循瑞安房地产总体规划原则和市场定位，每一个项目都需要进行自己的总体规划。在总体规划之后，还需要进行城市设计导则，以指导每一个地块在发展进程中的实施。每一个总体规划都应该是环境友好的，要以LEED-邻里社区的认证为目标。一个有策略的分期计划也是成功的关键。

### 2. 将步行舒适的总体规划与本地环境和文化的需求联系起来

每一座城市都有自身的不地方历史和文化。尊重文化遗产可以增加项目开发的价值。在合适的时候，考虑建筑活化再利用作为开发策略的一部分。获取对历史建筑保护方案的批复是一个耗时且困难的过程，很多开发商都试图避免。但是，一个包含了地方文化特色的项目将永远胜过那些可以建在任何地方的同质化产品。

### 3. 选取不同的建筑师来实现总体规划不同地块的建筑设计以增加多样性

作为城市肌理的一部分，我们的开发项目应该通过引入多样性和肌理来加强与周边环境的联系。通过选取不同的建筑师来设计不同的地块，有助于将总体规划打造成城市里一个多元综合的社区。城市设计导则可保证每一个建筑师在不失去原有规划意图的前提下加入他们自己的设计成分。

### 4. 坚持实现总体规划，在实施过程中保持做必要调整的灵活性。

每一个总体规划都希望能经得起时间

和市场条件变换。但现实是，未来是不可预测的，在很多时候总体规划需要以反映市场需求为中心。总体规划是一项持续的过程，开发商必须作好准备，在保证其原规划意图不变的前提下，可以在过程中做相应的改变。

## 5. 在过程中与政府协作

每一个成功的大型开发项目需要依靠与政府的协作。开发商必须努力将开发项目的目标和愿景与城市及地区政府的发展愿景协调一致，即便这不是一个公私合营的项目。政府的参与至关重要，因为它掌控着审批过程和公共区域的所有权。

## 6. 在经营上倾注时间

强调适宜居住和工作的场所是永远也不会“完成”的这一点十分重要。打造成功的社区需要的不仅仅依靠出色的总体规划、建筑的良好设计和施工，“天地”系列项目的持续成功是长期重估和修订租户、运营方式、装饰、街道景观、产品组合和物业管理的结果。例如，餐厅室外外摆座椅的位置移动或者商店入口的重新布置，看似是细微的考虑，但是在提升街道生活的质量和周边地产价值上发挥巨大的作用。正如原本的项目理念并不只是关于“保护”，而是关于延续，项目永远也不会真正的“完工”。当开发商对“经营”的定义从“完成施工然后将钥匙交给住户”逐步转变为“持续的运营和提升”，“项目”就变得越来越像“社区”。超越任何一种同质化模板或者建筑风格，对创造理想城市生活的总体规划的长期投入是“天地”成功的关键，是它最经久不衰、富有成果的努力结果。

## 7. 在规划和设计阶段关注人性化的公共空间，包括街道、广场和公园

创造一个精心设计的人性化的公共空间是塑造成功社区的关键。步行友好的街道可以促进步行交通并给予社区更多的协同效应。那些吸引人们交往和聚集的广场和公园往往是从人类舒适体验角度细致设计和规划的成果。这条简单的规则将在每一个公共空间和街道上应用，以创造一个持续的人性化网络和成功的公共领域。

and district government, even if it is not a Public-Private Partnership project. The governments' participation is critical, since it controls the approval process and the ownership of the public realm.

#### 6. Spend time on the operation

It is important to emphasize that no place worth living and working in is ever "finished." Fostering successful communities involves much more than an excellent master plan, and good design and construction of buildings. The continuing success of the "Tiandi" development is a result of continuing reevaluation and modification of tenant mix, operations, décor, streetscapes, programming and property management. For example, moving outdoor dining tables or

repositioning an entrance to a store may seem like a minor consideration, but can make a huge difference in improving quality of street life and affect the value of adjoining properties. Just as the original construction projects were never solely about "preservation," but about continuity, the "completed" projects are never truly done. When developers expand the definition of "execution" from "finishing construction and handing over the keys to occupiers" to include "continuous operation and improvement," "projects" become more and more like "neighborhoods." More than any pro forma or architectural style, the long-term commitment to a master plan that embraces the best qualities of urban life is the key to the success of the "Tiandis" and is its most enduring, and most productively emulated outcome

7. Focus on the human scale of public spaces including streets, plazas and park during the planning and design stages.

Creating a well designed, human-scale public realm is a key ingredient of a successful community. Streets that are pedestrian-friendly will increase foot traffic and give the neighborhood more synergy. Places and parks that attract people to mingle and gather are always the result of a careful design and planning for human comfort and experiences. This simple rule has to be enforced in every public space and in the streets, to create a network of continuous human scale and a successful public realm.

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