LIFE IS WHAT WE MAKE IT

THINK-IN
中国新影响力计划

CUSHMAN & WAKEFIELD
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QUARTER-HOUR QUARTERS

15-MINUTE CITY LIVING IN CHINA

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CUSHMAN & WAKEFIELD GREATER CHINA RESEARCH

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PART 1
EXECUTIVE SUMMARY

The changing world has prompted a questioning of our traditional ways of living over the last few years, with many employees globally now working remotely and spending a greater period of their time living within a few kilometres of their homes.

To bring about sustainable and beneficial urban development, one concept cities in China can look to further adopt and implement is the '15-minute city' concept. The 15-minute city is a fresh concept that promotes urban liveability. In a nutshell, the concept requires cities to be planned in such a way whereby citizens of all ages, backgrounds, and abilities in all parts of the urban area are able to gain access to their daily needs, such as lodging, employment, sustenance, health, education, culture and leisure and all be accessible within the distance of a 15-minute walk or bicycle ride.

When considering general urban planning and development in China, one always has to begin with policy. One overriding policy that is trying to transition China's development to be more people-centred especially when urbanisation is considered is China's 14th Five-Year Plan and Long-Term Targets for 2035, which was published in April 2021.

When it comes to urban planning in China, the 15-minute city concept has been already adopted by some cities in China, such as Shanghai and Beijing. In these cities, within particular designated areas, all the core amenities and services are now within walkable/cyclable access to all citizens living in the area. Today, in these cities, walkability/cyclability and access to all basic amenities and services for all citizens in an area is fast becoming the basis for general city planning when looking to build new urban areas or renovate/regenerate existing urban areas.

When specifically considering urban public space in China in relation to sustainable 15-minute city urban environs, the aim for local governments is to generate all-inclusive citizen-friendly settings that are also economically workable. It's not just a matter of simply planning, designing and incorporating a public space which is accessible by a short walk or bicycle ride; ideally it must be a placemaking approach that produces community ownership of public spaces from space planning to space operation and management. Ultimately, the approach adopted should produce a public space which a 15-minute walkable/cyclable community and visitors alike wish to be active in and wish to spend time in again and again.

To interconnect sustainable 15-minute urban environs, it is essential for cities in general, including those in China, to have a well-planned and efficient overall public transport system that is easily accessible, is convenient and cuts both journey times and air pollution levels for all their citizens. One resolution that a number of cities in China have implemented or are looking to implement is transit-oriented development (TOD). Alongside this, national level encouragement and backing in China for TOD is growing, including TOD planning and development, TOD financing, and land set aside for TOD use.

The 15-minute city concept also places much emphasis on the need for more green areas, a lessening of the urban heat-island effect, a reduction of the occurrence of flooding, and greater biodiversity. One urban planning model which can certainly assist in this, and which is being adopted and implemented in China is ecological-oriented development (EOD).

PART 2
INTRODUCTION

The way of the world today has spurred a cross-examination of the way we live. The urban area and its associated design, planning, development and operation, plays and will continue to play a big role in bringing transformational change to address the changing way we live. To bring about beneficial living change that results in sustainably developed urban environs, in this report we will look at the following topics:

- **A change for the good;**
- **The 15-minute city;**
- **What's happening in China;**
- **Policy;**
- **General urban planning;**
- **Urban public space;**
- **Transit-oriented development (TOD), and;**
- **Ecological solutions.**

From here, our report will focus on select commercial property sectors and chooses one subject topic for each sector that will also promote and augment a number of liveability factors within a 15-minute city life circle environment.

PART 3
A CHANGE FOR THE GOOD

The COVID-19 pandemic has prompted a questioning of our traditional ways of living, with many employees globally now working remotely and spending a greater period of their time living within a few kilometres of their homes.

To bring about sustainable and beneficial urban development, one concept cities in China can look to further adopt and implement is the '15-minute city' concept. Let's now examine what this concept means.

PART 4
THE 15-MINUTE CITY

The 15-minute city is a fresh concept that promotes urban liveability.

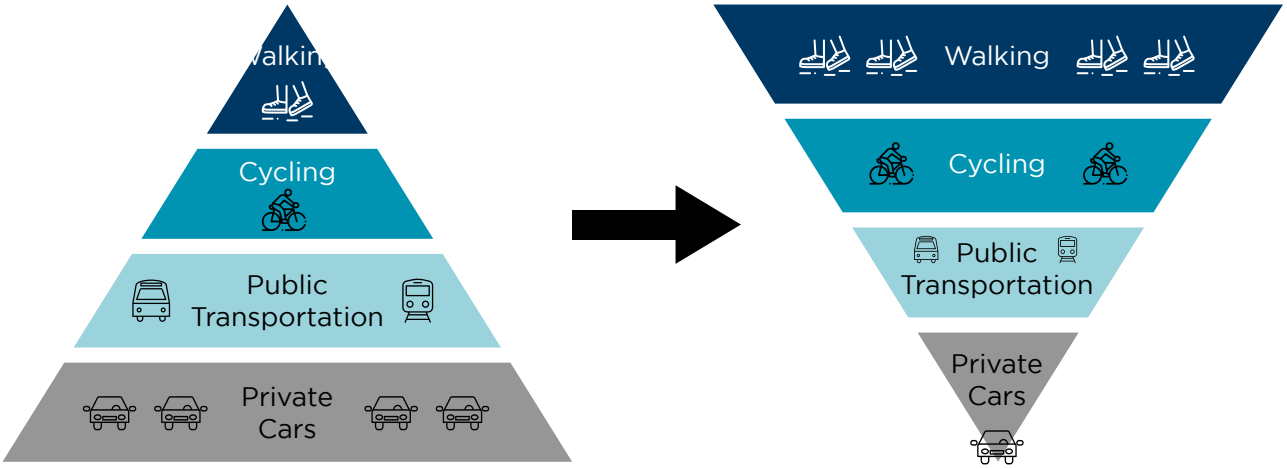
In a nutshell, the concept requires cities to be planned in such a way whereby citizens of all ages, backgrounds, and abilities in all parts of the urban area are able to gain access to their daily needs, such as lodging, employment, sustenance, health, education, culture and leisure and all be accessible within the distance of a 15-minute walk or bicycle ride (Figure 1).

Figure 1:
Urban vicinity elements considered within the 15-minute city model

Source: bee smart city, Cushman & Wakefield Research

The concept champions a city which has a plethora of walkable/cyclable self-sustaining liveable neighbourhoods and fewer private automobiles (Figure 2).

Figure 2:
The 15-minute city: A shift away from private automobiles to walkable/cyclable urban environs



Source: Architonic, Cushman & Wakefield Research

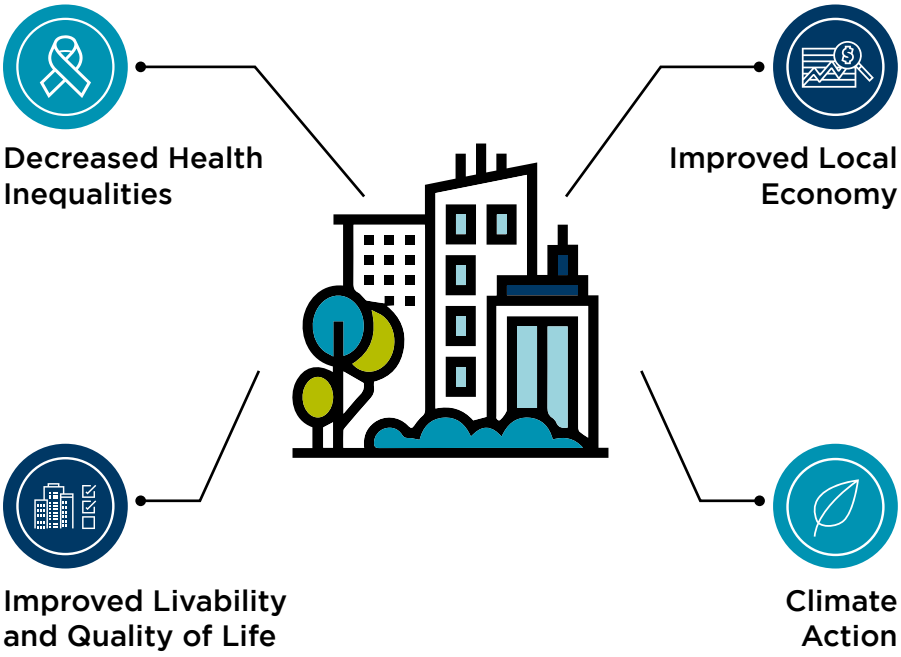
By advocating this concept, concept-implementing cities are able to lessen their use of fossil fuels, augment the quality of life for citizens and continue to push the city's vitality, creativity, diversity and inventiveness for the common good.

The advantages of the 15-minute city are many and include:

- **Enhanced sustainability – Includes reduced GHG emissions from private automobiles, more green areas, a lessened urban heat-island effect, reduced occurrence of flooding, and greater biodiversity;**
- **Augmented liveability and health – Includes cleaner air, greater access to green and beautiful areas, strengthened intra-community relationships, less travel time, and more leisure time for physical and mental recreational pursuits;**
- **A more even-handed and all-encompassing city – Includes more public spaces, more neighbourhood businesses, more socialising, interaction and decision making at the neighbourhood level and a stronger sense of community;**
- **A shot in the arm for the local economy – Means more customers for local shops, more local job opportunities, and more productive use of local commercial buildings and space (Figure 3).**

Figure 3:
Upshots for a typical 15-minute city

Source: Ramboll UK, Cushman & Wakefield Research



The 15-minute city – In a little more detail

As defined by Carlos Moreno, the Columbian-French urbanist, the 15-minute city is founded on:

- **Six fundamental human requisites;**
- **Three key aims or features, and;**
- **Four leading principles.**

The six requisites are:

1. **Living –** Lodging;
2. **Working –** Employment;
3. **Supplying –** Sustenance;
4. **Caring –** Health;
5. **Learning –** Education, **and;**
6. **Enjoying –** Culture and leisure.

The three aims or features are:

1. **The pace and tempo of the city should follow human beings, not automobiles;**
2. **Each space should serve a variety of purposes, and;**
3. **Neighbourhoods should be designed for citizens to live in, to work in, and to thrive in.**

The four leading principles are:

1. **Ecology – for a green, biodiverse and environmentally sustainable city;**
2. **Proximity – to live within self-sustaining communities;**
3. **Solidarity – to strengthen the connection between citizens;**
4. **Participation – to enhance citizen engagement in the continued transformation of their neighbourhoods.**

When examining cities both globally and in China, the development path has been different for each individual city. Some cities, for example, were first developed before the advent of the automobile, while others were developed after the automobile was well and truly established as a major form of transportation. When considering those cities first developed before the invention of the automobile, many of these particular cities today have an underlying 15-minute city configuration already built in. Many cities in Europe are such examples. In a survey run by Arup in 2019, where respondents were asked how long it took them to walk or bicycle to fundamental amenities, such as parks and shops, it was found that it took Milan and Madrid citizens on average 13.1 minutes; Paris citizens on average 15.5 minutes; Berlin citizens on average 16 minutes, and London citizens, a slightly longer average journey of 23.5 minutes.

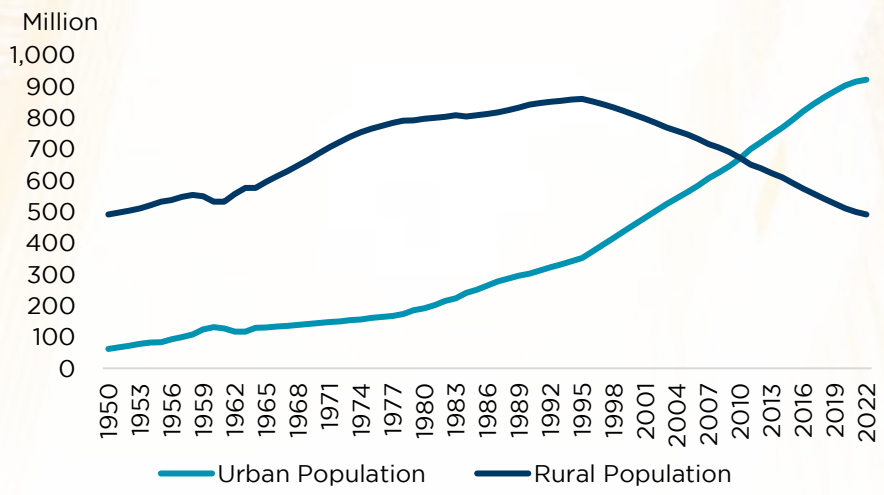
For citizens of cities in China, living in cities/parts of a city which were first developed before the advent of the automobile and those cities/parts of a city which were developed after the advent of the automobile, there would also be varying average journey-time answers if the same question were posed to them. In the next section, let's look at urban China and examine the topic of from a 15-minute city perspective.

PART 5
WHAT'S HAPPENING IN CHINA?

Over the last few decades, the pace and unparalleled magnitude of urbanisation has remade China's urban environment. At the same time, it has generated both opportunities and challenges for the country's sustainable urban development (Figure 4).

Figure 4:
China's urban and rural population change (1950-2022)

More than 65% of people in China now live in urban areas



Source: National Bureau of Statistics (China), Cushman & Wakefield Research

Into the future, how China continues to develop its cities will have many outcomes for its urban citizens, including outcomes related to their quality of life, their access to amenities and services and their social equity status. In short, China's future urban development outlook will largely rest on making sure cities in the country are as all-encompassing, accessible, even-handed and sustainable as they can possibly be. When suitably implemented, the 15-minute city urban planning concept can go a long way in ensuring cities in China can achieve these goals.

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Manufacturing
Supply chain
Product
Cargo
Customer
Delivery
Inventory
Management
Freight
Innovation
Branding
Solution
Marketing
Analysis
Success
Management
Solution

PART 6

GENERAL URBAN PLANNING

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Ecological solutions	PAGE >>25

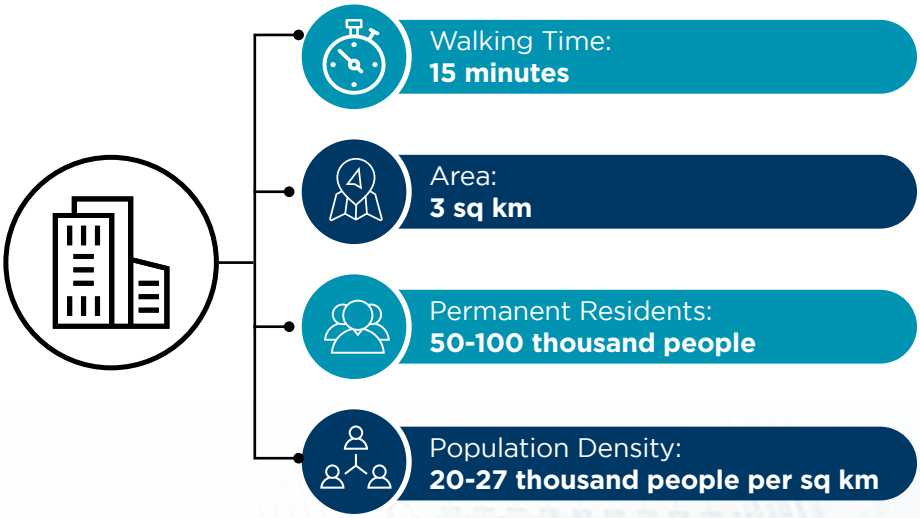
When it comes to planning sustainable urban environs in China, the 15-minute city concept has been already adopted by some cities in China, such as Shanghai and Beijing. In these cities, within particular designated areas, all the core amenities and services are now within walkable/cyclable access to all citizens living in the area. Today, in these cities, walkability/cyclability and access to all basic amenities and services for all citizens in an area is fast becoming the basis for general city planning when looking to build new urban areas or renovate/regenerate existing urban areas.

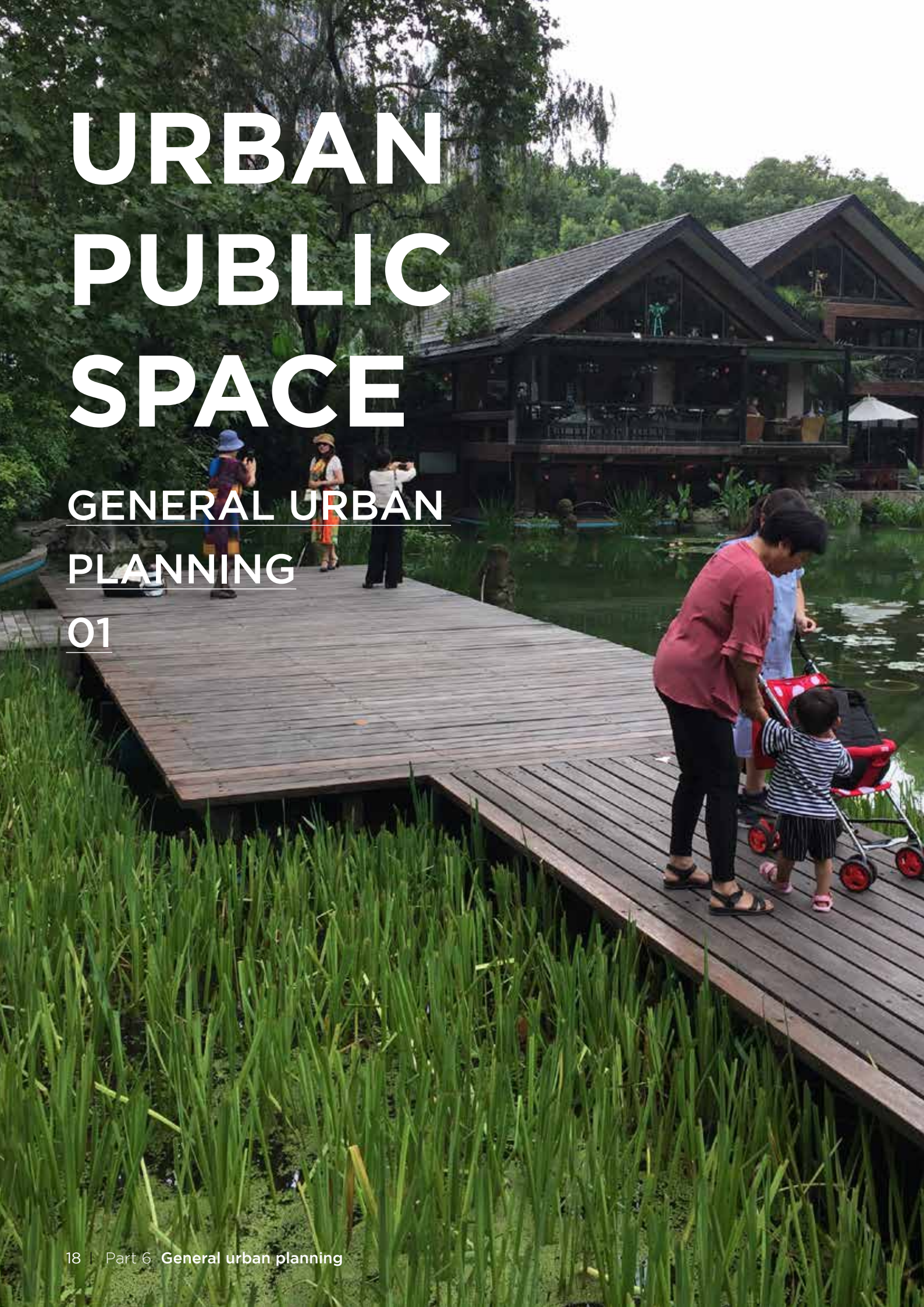
Just as in the case of universal 15-minute city concepts adopted in other cities around the globe, the ones adopted and implemented in Beijing and Shanghai are:

- **Welcomed by citizens who don't have an automobile;**
- **Inspire new businesses to open close by, and;**
- **Help lessen GHG emissions through the avoidance of superfluous travel (Figure 5).**

Figure 5:
Shanghai's 15-minute city areas

Source: Shanghai Urban Planning and Land Resources Administration Bureau, Cushman & Wakefield Research





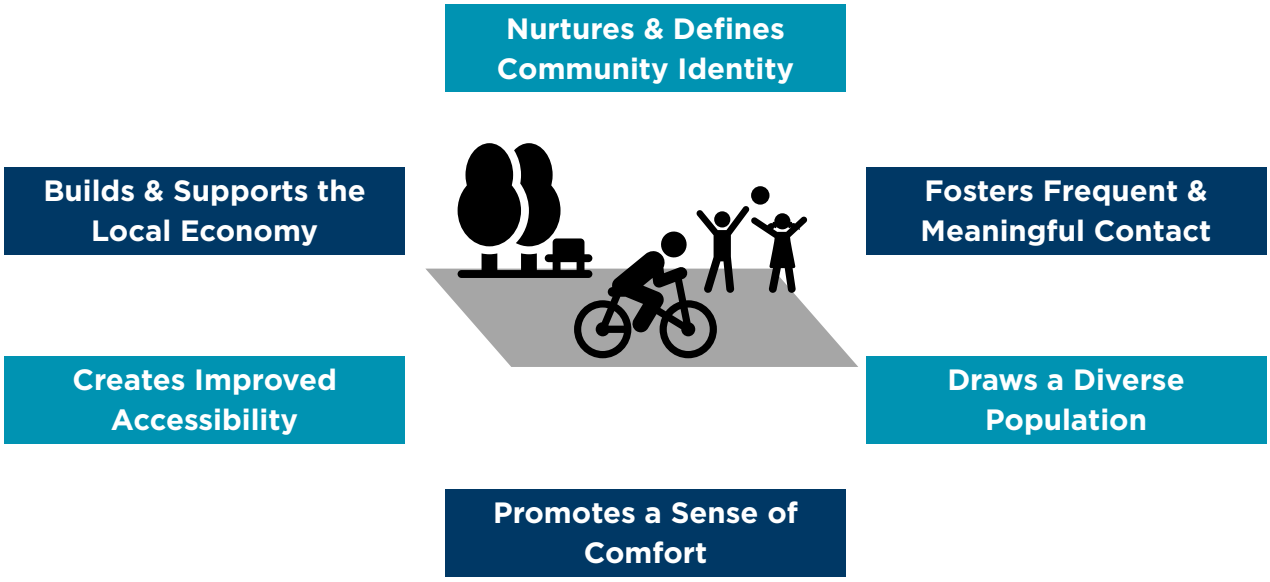
URBAN PUBLIC SPACE

GENERAL URBAN PLANNING

01

When specifically considering urban public space in China in relation to sustainable 15-minute city urban environs, the aim for local governments is to generate all-inclusive citizen-friendly settings that are also economically workable. It's not just a matter of simply planning, designing and incorporating a public space which is accessible by a short walk or bicycle ride; ideally it must be a placemaking approach that produces community ownership of public spaces from space planning to space operation and management. Ultimately, the approach adopted should produce a public space which a 15-minute walkable/cyclable community and visitors alike wish to be active in and wish to spend time in again and again (Figure 6).

Figure 6:
The benefits of good placemaking



Source: Project for Public Spaces, Cushman & Wakefield Research

Placemaking is an all-embracing procedure to the planning, design and management of urban public space. Placemaking examines the current qualities and strengths a local community possesses. This, together with the community and via best-practice placemaking concepts, then expediates the formation and establishment of urban public space that rouses experience and amplifies citizens' health, happiness, and wellbeing.

Effective placemaking is equally a process and a line of thinking that applies urban design principles. Placemaking can be directed by an official authority and propelled at the grass roots level. Involving all interested parties, best-practice placemaking can enhance underused urban public space to augment the built environment experience at the pedestrian level.

Good placemaking needs the wide involvement of a number of participants to design and operate projects and activities because these elements need to be suitable and befitting to the community experience to make the place work to its full potential. This quality singlehandedly distinguishes placemaking from various other community development, economic development and infrastructure development actions and endeavours.

Given its multidimensional character and its importance to the community experience, getting the planning and execution right really matters. According to the Homes and Community Agency in the UK, there are eight themes where placemaking have a significant change impact. These eight themes are:

- **Governance;**
- **Accessibility;**
- **Services;**
- **Environment;**
- **Equity;**
- **Economy;**
- **Housing and the built environment, and;**
- **Society and culture (Figure 7).**

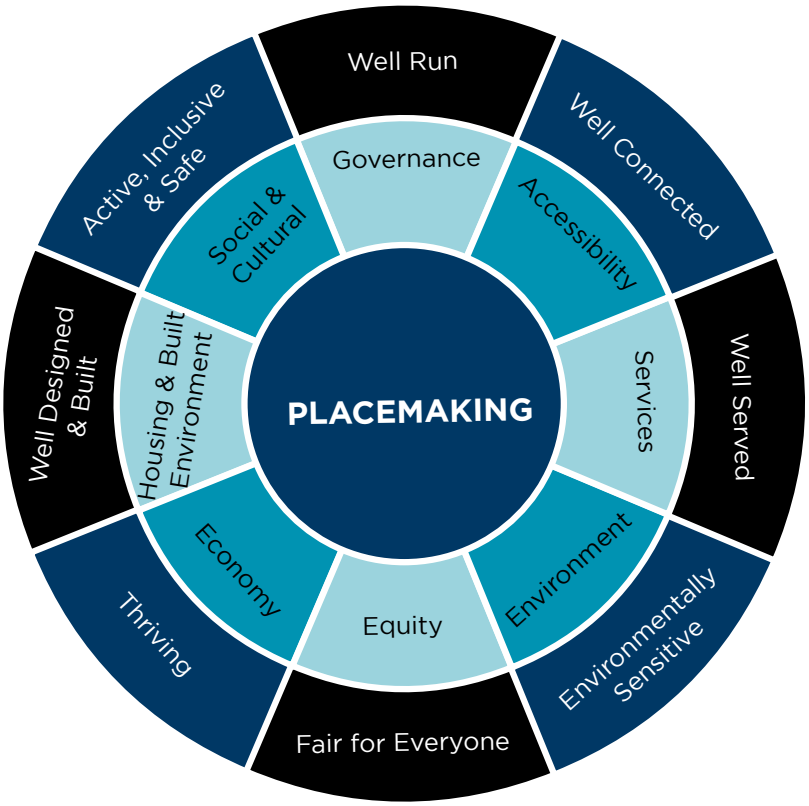


Figure 7:
Eight key themes where good placemaking can have a positive bearing

Source: Homes and Communities Agency UK, Cushman & Wakefield Research

In China, one development which includes many of the themes outlined in Figure 8, is walkable/cyclable, offers a multitude of placemaking inspired activities and is a place that draws both local residents and visitors as well as investment to boost the local economy is the West Bund in Shanghai (Figure 8 and Case study 1 in the Appendix).

Figure 8:
West Bund, Shanghai timeline

19th Century

Longhua became part of an important military defence line for Shanghai. Several factories opened in this area, which spurred West Bund on the path to industrialisation.

1917

Longhua Airport was built. As the birthplace of the civil aviation industry in China, Longhua Airport became the aviation portal for 'New' China.

Early 20th Century-2009

A series of facilities to promote China's modernisation process, such as Shanghai Cement Plant, were built in this area. It was not until 2009 that these facilities were closed or relocated to Shanghai's suburban area.

2010-Present

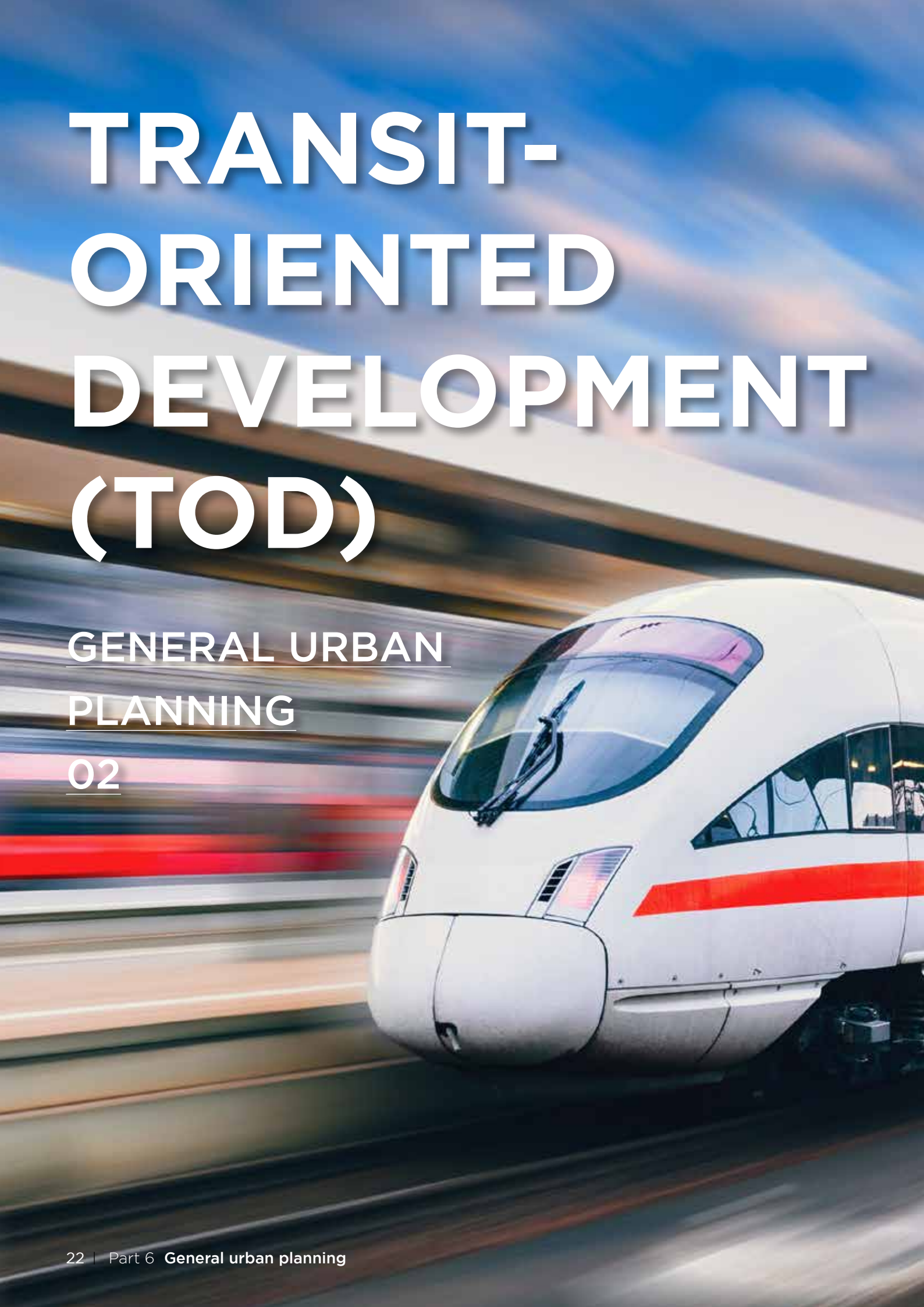
West Bund has attracted many well-known cultural and art institutions, such as the Long Museum. During this time the promenade, which spans 8.4 km, was completed. Moreover, it has successively held activities, such as the Shanghai West Bund Music Festival, etc.

Source: Cushman & Wakefield Research

Ahead, a 'place-led' method will inspire a sense of purpose in China, and the planning and management of urban public spaces will be executed by an all-encompassing assemblage of people that fosters social capital, shared values, a sense of ownership and a more enriched experience of the place and the city as a whole by urban citizens within their walkable/cyclable and sustainable urban environs.

TRANSIT-ORIENTED DEVELOPMENT (TOD)

GENERAL URBAN PLANNING 02



To interconnect sustainable individual 15-minute urban environs within a city, it is essential for cities in general, including those in China, to have a well-planned and efficient overall public transport system that is easily accessible, is convenient and cuts both journey times and air pollution levels for all their citizens.

One resolution that a number of cities in China have implemented or are looking to implement is transit-oriented development (TOD). National level encouragement and backing in China for TOD is growing, including TOD planning and development, TOD financing, and land set aside for TOD use.

TOD essentially maximises the amount of residential, business and leisure space within walking/cycling distance of public transport. It also encourages an interdependent bond between compact urban development and public transportation. Moreover, TOD aspires to increase public transport usage by lessening the use of automobiles, which in turn, augments environmental sustainability within the urban area (Figure 9).

Figure 9:
The advantages of TOD

Mobility Benefits

- Increases access to jobs and amenities city wide
- Improves access to a low-cost transport solution (public transit/ walkable urban space/bicycle infrastructure)
- Reduces automobile-dependency

Social Benefits

- Revitalises neighbourhoods
- Promotes social equity through creation of mixed-income housing near transit
- Increases accessibility for less mobile
- Improves health and increase physical activity through creation of walkable neighbourhoods

Environmental Benefits

- Lowers air pollution and GHC emissions by reducing automobile-dependency and urban sprawl
- Reduces energy consumption
- Promotes the conservation of green and natural spaces

Economic Benefits

- Increases agglomeration and access to employees
- Encourages economic resilience through diversity
- Energizes local economy
- Increases property values along corridors to help fund needed infrastructure
- Reduces infrastructure costs
- Reduces transport cost

Source: WRI, Cushman & Wakefield Research

TOD more often than not includes a central transportation hub (such as a train station with bus stops) which is bounded by mixed-use development incorporating commercial and residential properties. In addition, TOD is intended to be walkable/cyclable. A good example of an overall TOD project which is walkable/cyclable is the Shibanqiao Future Community in Hangzhou (Figure 10 and Case study 2 in the Appendix).

Figure 10:
Shibanqiao Future Community, Hangzhou timeline

2019

The Zhejiang Provincial Government officially launched a pilot programme for the future development of communities. Shibanqiao Community is listed as one of the first related 24 pilot community development projects in Zhejiang Province.

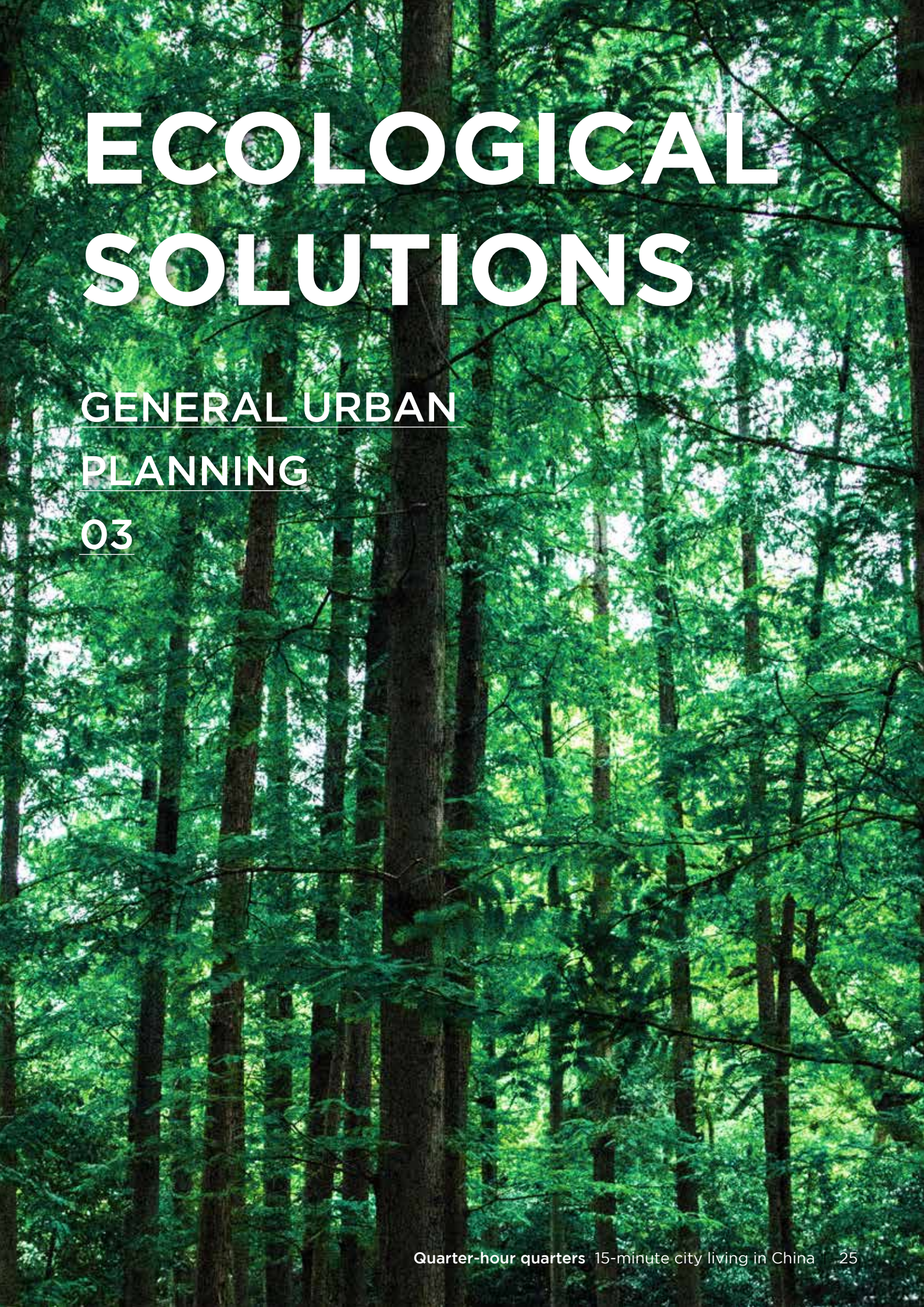
March 2020

The Centralised Commencement Ceremony for Major Projects with Expanded Effective Investment was held in Zhejiang Province in Q1 2020. The 537 projects that were started in 2020 focus on high-quality development. Of the 537 projects, a total of 48 projects in Hangzhou broke ground during this time, including the Shibanqiao Future Community Project.

2020-Present

The total investment into the Shibanqiao Future Community project is about RMB9.29 billion.

Source: Cushman & Wakefield Consulting, Cushman & Wakefield Research



ECOLOGICAL SOLUTIONS

GENERAL URBAN PLANNING

03

As mentioned previously, given one of its 'four leading principles' is centred on ecology, the 15-minute city concept places much emphasis on the need for more green areas, a lessening of the urban heat-island effect, a reduction of the occurrence of flooding, and greater biodiversity.

For example, at the UN Biodiversity Conference held in Kunming, the Dapeng Peninsula in Shenzhen, which experiences recurrent typhoons and storm surges, was designated as the pilot area which centres its development on ecology.

In terms of the mitigation of flooding, the Ministry of Finance, the Ministry of Housing and Urban-Rural Development, and the Ministry of Water Resources studied and selected 20 cities to plan and activate pilot sponge city projects in. Once fully initiated, these sponge city projects will go a long way to soak up excess water and not allow this water to behave as damaging uncontrolled runoff water (Figure 11).

Figure 11:
Elements to a simple sponge city system

Source: Cushman & Wakefield Research

Moreover, one of the 15-minute city concept's 'six requisites' is focused on 'supplying'; in other words a need and a drive for self-sustaining sustenance or food production in the form of urban agriculture.

One urban planning model which can certainly assist in this, and which is being adopted and implemented in China is ecological-oriented development (EOD). Following on from this, according to MIT and its 10 directional principles for EOD, one important principle is the maximisation of on-site food production and China is also seriously looking to this when it comes to 15-minute city planning and urban agriculture (Figure 12).

Figure 12:
10 directional principles for EOD

1. COMPLETE the WASTE and WATER CYCLE:
Treat 100% of water and waste (sewer, grey water and storm water) on-site and at all scales.

2. INTEGRATE INFRASTRUCTURE SYSTEMS:
From embedded and ubiquitous digital technologies to EcoEngineering, infrastructure systems and buildings should enhance system flows and combine delivery methods.

3. DESIGN for EFFICIENT ENERGY:
Utilise on-site renewable energy technologies in conjunction with site orientation and planning to maximise benefits of passive and climatic power conservation.

4. MAXIMISE ON-SITE FOOD PRODUCTION:
Increase self-reliance and local food production especially of fruits and vegetables.

5. ENHANCE MOBILITY and CIRCULATION:
Use new modes of transportation that reduce energy consumption from local to regional, from personal to shared. Reshape and organise the circulation patterns to correspond to new travel modes and behaviour.

6. RESTORE STREAMS and RIVERS:
Enhance and rehabilitate existing waterways. Restore and protect the watershed integrity and enhance it by using technology.

7. RE-ESTABLISH HABITAT and WILDLIFE:
Retain, construct and restore ecological matrices to support animal species, vegetation and topographical features. Conserve and protect existing features during construction. Connect local level networks to regional systems.

8. INCORPORATE INNOVATIVE MATERIALS:
Use building materials and site products (pavers, walls, etc) that reduce energy consumption (local materials) and have the potential to adapt to changes.

9. PRESERVE CULTURE and HERITAGE:
Integrate local values through preservation, protection and integration into new building and landscape design.

10. VALUE EQUITY, HEALTH and HAPPINESS:
Improve living and working environments for all demographic and age groups.

Source: Massachusetts Institute of Technology (MIT), Sekisui House, Cushman & Wakefield Research

China's Research Centre for Protected Agriculture & Environmental Engineering (CPAE), part of the Chinese Academy of Agricultural Sciences, in Beijing is one such organisation that recognises the importance of farming in the urban area. Today, the Centre has no fewer than 40 research institutes which are studying all aspects of indoor and vertical urban farming, greenhouse engineering, plant factories, hydroponics and energy efficiency.

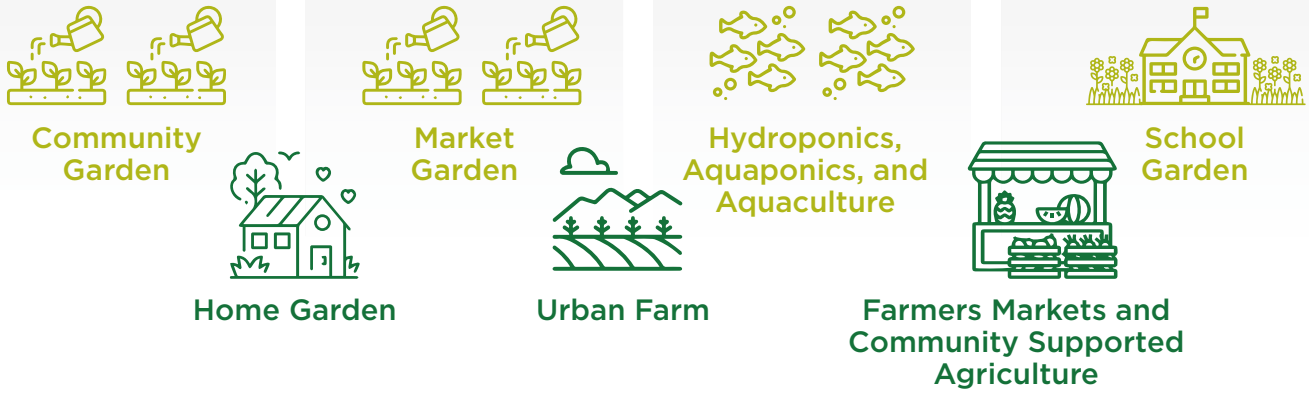
The Centre recognises that given the climate changeability in China, vertical farms in the region need to be proficient in producing food during the winter when temperatures can get as low as -55 degrees centigrade in the northern-most provinces.

Subsequently, with developed technology, such as hydroponics, LED lighting, heat pumps and active heat storage, compared to traditional farming, a developed urban farm with natural solar light can improve productivity per unit area by between two and 10 times. With artificial light this increases to 40 times and by including vertical farming techniques this can reach a productively improvement of more than 1,000 times that of a conventional farm.

When properly integrated into a 15-minute city plan, urban agriculture can generate many advantages, including social and cultural benefits, health and wellbeing improvement, a better environment and more enhanced local economic and community development (Figure 13).

Figure 13:
Advantages of urban agriculture

SOCIAL & CULTURAL	HEALTH & WELLBEING	ENVIRONMENT	ECONOMIC & COMMUNITY DEVELOPMENT
o Creates community cohesion o Provides green space for community members to gather o Can strengthen social connections and intergenerational relationships o Can foster cultural expression and maintenance of cultural heritage o Can help to develop a sense of belonging	o Increases access to fresh, organic, and culturally appropriate produce o Increases preferences for and consumption of fruits and vegetables o Mitigates food insecurity o Increases food system resilience by maintaining access to food in times of crisis o Source of physical activity o Mental health & therapeutic benefits	o Increases biodiversity, including pollinator habitat o Reduces energy and resource inputs o Reduction in greenhouse gas emissions and air pollution o Carbon sequestration by vegetation and crops o Temperature regulation in urban areas	o Creates opportunities for youth education and development o Increases property values o Employment training & opportunities o Entrepreneurial urban agriculture activity can attract capital and create business opportunities o Creates opportunities to learn about agriculture, nutrition and sustainability

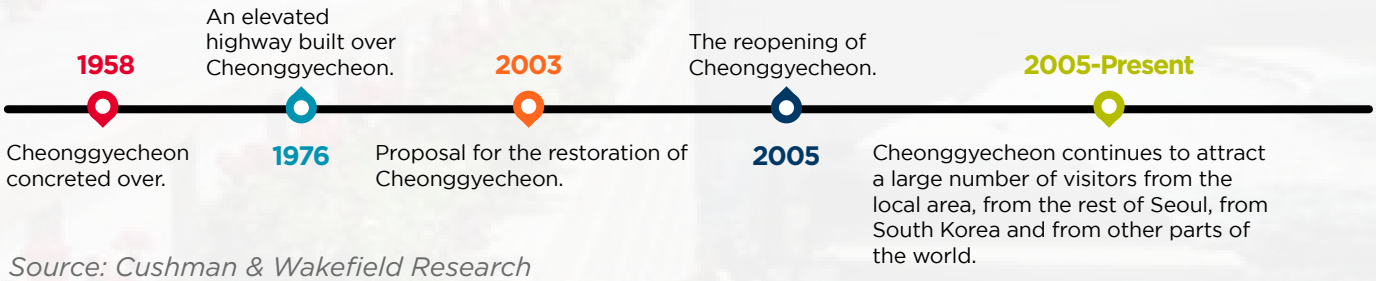


Source: University of Florida, Cushman & Wakefield Research

Again, according to MIT and its 10 directional principles for EOD, two further important principles are the restoration of rivers and streams and the re-establishment of habitat and wildlife. Beyond, these natural green spaces also reduce relative temperatures in the city, thereby enhancing liveability. This is due to greenery shading the city streets and thus reducing the 'heat island effect'.

One international EOD project where we can see such improvements at work, is the rejuvenation of Cheonggyecheon in Seoul, South Korea (Figure 14 and Case study 3 in the Appendix).

Figure 14:
Cheonggyecheon, Seoul timeline



Source: Cushman & Wakefield Research

Cheonggyecheon involved a massive urban public restoration project undertaken by the Seoul Metropolitan Government in which a concreted-over drainage system was converted into a vibrant public recreation space. The 10.9 km sewage stream, which was underneath an elevated highway, carried a massive amount of rubbish and was an unpleasant site for the city. The restoration project called for the removal of the highway and revitalisation of the stream into the 'Cheonggyecheon Culture Belt'. Through a new network system, a pedestrian road connects the stream with surrounding historic property assets, and traffic flow measures were implemented to reduce congestion and improve the general usage of the highway.

The case of Cheonggyecheon illustrates that even sites that feel beyond repair can be looked at anew through conversion to new and better use. In turn, such efforts can change a community for the better, providing a walkable/cyclable public space for residents and boosting the surrounding community by attracting shops, businesses and other commercial activity. The converted stream now provides the city of Seoul with clean water and even helps cool down the nearby temperature by as much as 3.6 degrees centigrade. Overall, this EOD-related project has resulted in the provision of flood protection and has increased biodiversity in the area by as much as 639%. Importantly, the project has enhanced liveability of the surrounding community and returned the natural environment to the city centre.

Over the next four sections, our report will focus on selected individual commercial property sectors and chooses one subject topic for each sector that will also promote and augment a number of liveability factors within a 15-minute city life circle environment.

PART 7
OFFICE

THE HYBRID OFFICE

Technological advancement and digital change fast-tracked by the COVID-19 pandemic have been major implementors in the acceptance of the hybrid office working model globally and to a certain extent in China.

What is a hybrid office?

A hybrid office involves the provision of a work platform that allows employees the ability to either work from the office or work remotely. Within a hybrid office working arrangement, there will be employees who want or are required to work from the office on regular basis, while there will be others who choose to work remotely for most of their working time.

Within the typical hybrid office, space is set aside for meetings, collaboration, socialising and connections and less for individually assigned space. The hybrid office is also designed to provide employees with a balance in terms of work and lifestyle as well as a place to access resources, tools and training, and connect with the company's culture, brand and image (Figure 15).

Figure 15:
Defining hybrid work

Hybrid work is...

an approach that combines work at home and work in the office and takes into account the needs of the individual.

It provides flexibility in work to employees,

and allows them to work in the public workspace when they go back to the office.

As a result, employees are able to enjoy a personalised work schedule.

Source: Ones, Cushman & Wakefield Research

General global trend

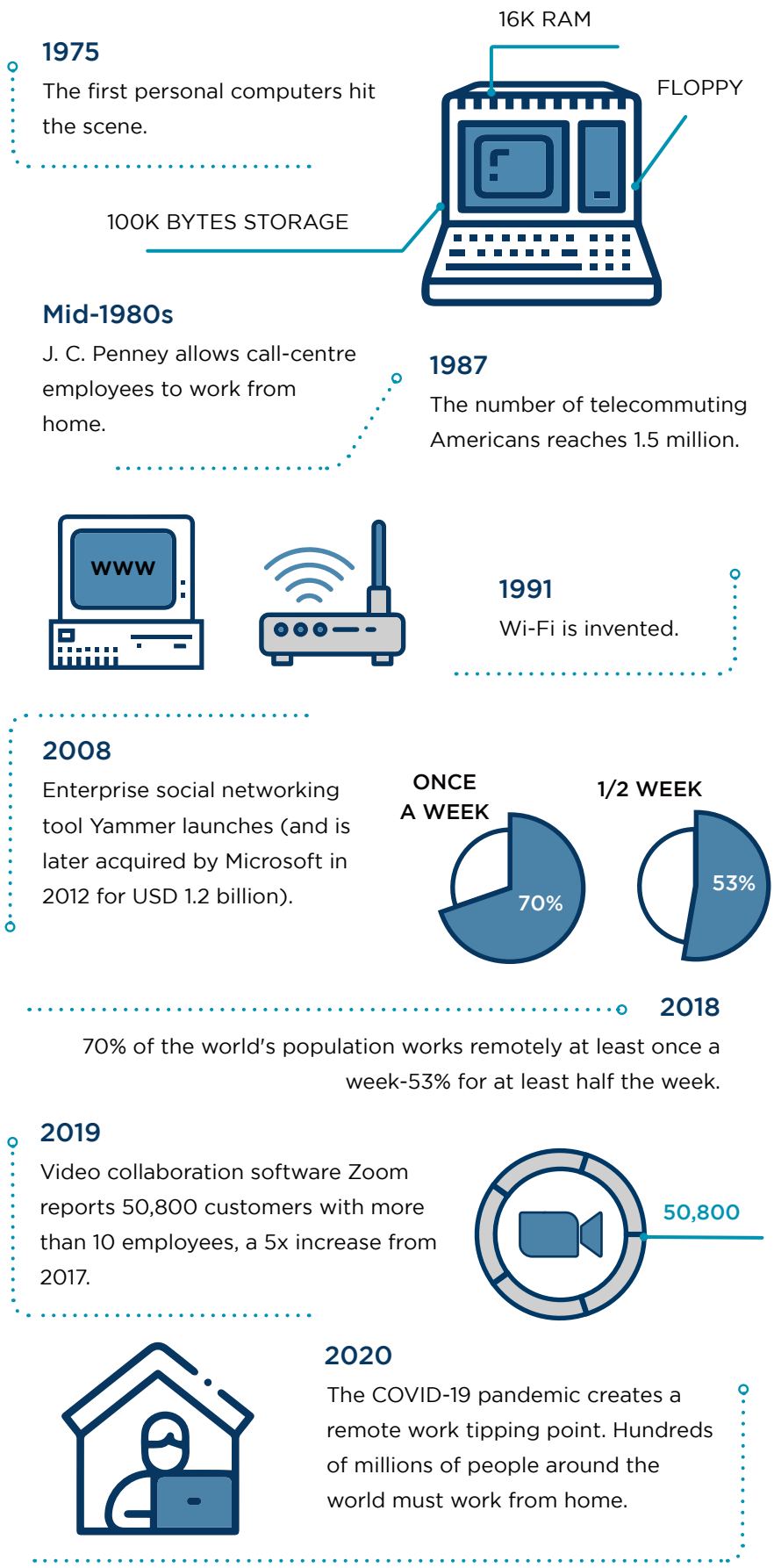
The technology to facilitate a hybrid office working model has been in existence for some time now, but organisations have generally been cautious to accept a more flexible way of working, especially in China. During the COVID-19 pandemic, however, many organisations around the world, including those in China, had to rapidly adapt and implement a hybrid office working system simply to stay in business – with the majority of employees in many cases, working from home (Figure 16).

15-minute city urban planning – Hybrid office points to consider

Since the end of the pandemic, the hybrid workplace is now quickly becoming the "next normal" mode of working in many cities globally as both office workers and organisations have realised many of the benefits that a hybrid office working model can afford.

Today, some people around the globe are going as far to say that the in-office working model that existed pre pandemic is gone – there will be no more compacted and assigned seating office spaces moving forward. Certainly, there will be the hub office located in many cities around the world, but it's improbable that organisations will be obligating all their employees to return back to the office in full capacity.

Figure 16:
Remote working timeline



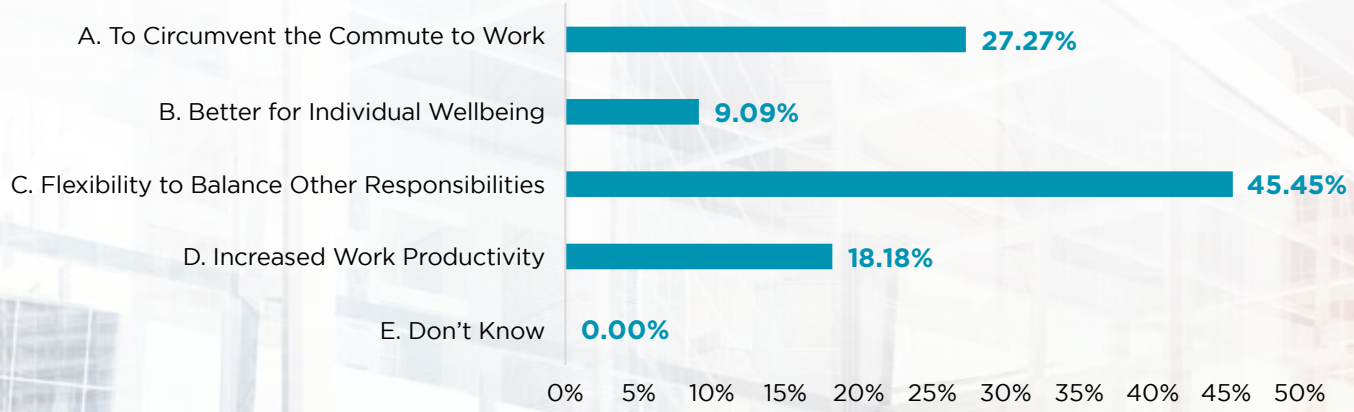
Source: Toptal, Cushman & Wakefield Research

In due course, the future office workplace in many global city locations, including city locations in China, will be a mix of remote and in-office working, with technology being the key to keeping employees connected and productivity levels efficiently sustained.

Earlier this year, we conducted a questionnaire survey of our office occupier clients in mainland China by asking their views on the hybrid office working model. Two questions which were asked, and which are pertinent to 15-minute city urban planning are as follows:

Question 1 and Figure 17:

If adopted, what is the top reason why your organisation's employees in mainland China like utilising a hybrid office working system? (Please choose one option).



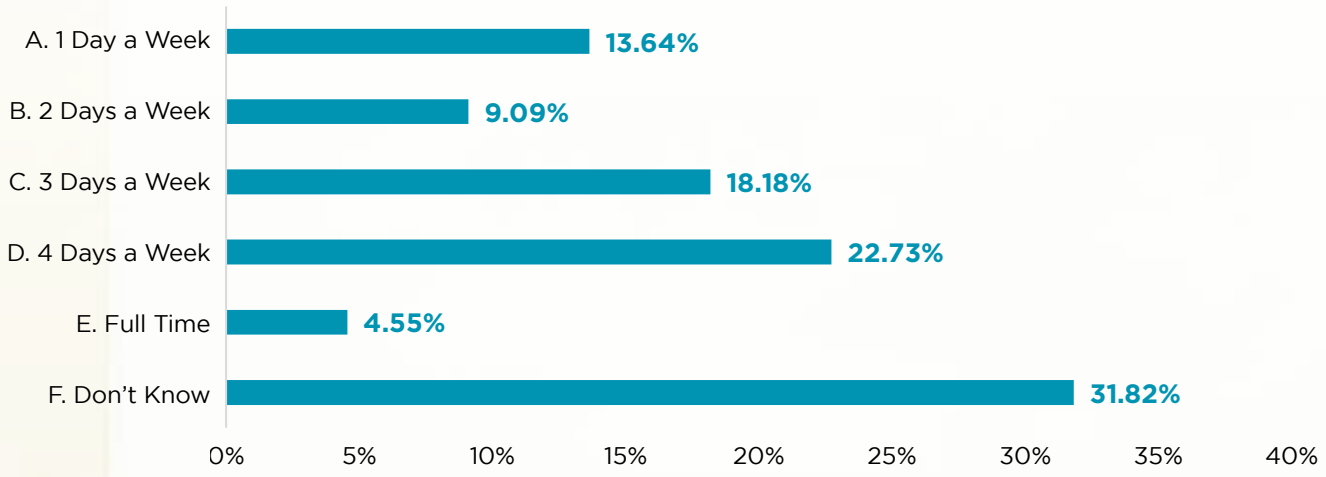
Source: Cushman & Wakefield Research

Top of the list according to our survey for the reasons for hybrid-office-embracing employees in mainland China to continue utilising their enterprise's adopted and implemented hybrid office working system is the flexibility the system gives to balance other responsibilities, such as daily living. In second place is being able to avoid the commute to and from work, which can in some cases be a couple of hours. Given the time given back to the employee and the better-balanced lifestyle, third spot is taken up by increased work productivity.

Balancing other responsibilities is also a key factor to bear in mind when it comes to the 15-minute city and urban planning. When working within a hybrid office working model, when not in the office, for most of the time, employees will be working from home. Where is the home? More often than not, it's in the suburbs. With the potential for more employees to be working in the suburbs during the typical working week, this will mean a greater requirement for amenities to be made available in these locations, such as restaurants, convenience stores and retail outlets. And all important, needed amenities will need to be in locations that are within walkable/cyclable distance.

Question 2 and Figure 18:

If adopted, on average, how often do your organisation's employees in mainland China prefer to work away from the office? (Please choose one option).



Source: Cushman & Wakefield Research

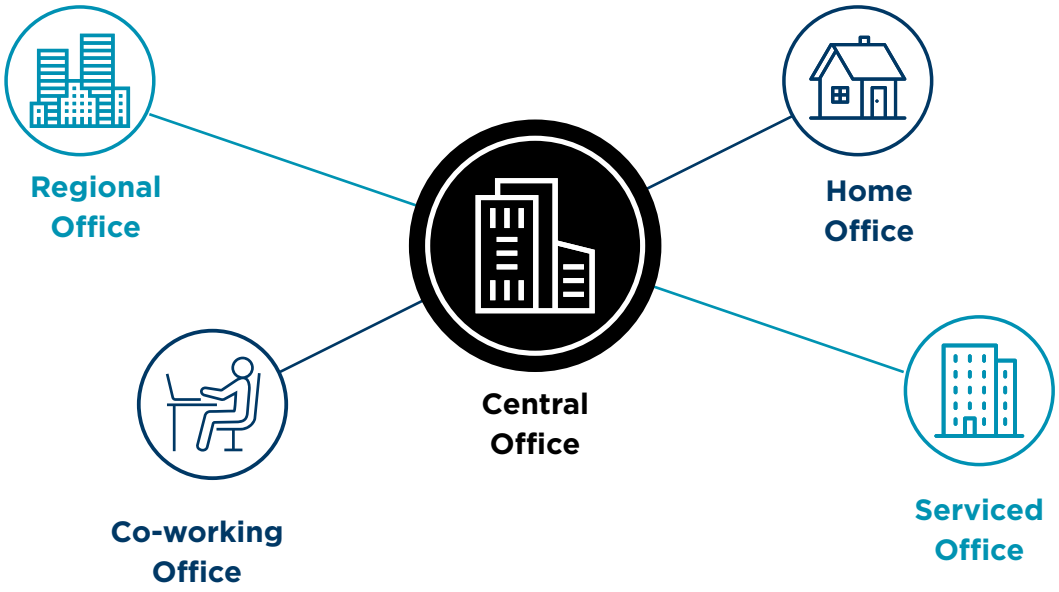
At over 31%, according to our survey, the don't knows took top spot. This is a good indicator that the hybrid office working system in mainland China is still in its infancy as many hybrid-office-embracing employees are still not aware how many days per week on average they will eventually work. The next largest survey percentage share group is the 4-days-a-week group, followed by the 3-days-a-week group. As time further progresses, the number of average days employees spend away from the office in mainland China is expected to reduce to one, two or three days given the need for face-to-face working, access to work resources, in-person mentoring and training, being made to feel part of the team/company, etc.

Time working away from the office and at home within a suburban location for one, two or three days a week has the potential to alter city planning in another 15-minute city way.

Under the new hybrid office working model, the central office is most used for collaborative work, client meetings, events, training and the use of work resources, but what if there was not only a central office made available to office employees but also several spoke offices located in the suburban areas? This way, rather than tackling a long commute to get into and back from the central office, employees would be able to conveniently walk/bicycle to the nearest spoke office to meet with fellow colleagues and key clients, attend an event, participate in job training or even use the office resources and equipment. What's more, hub office spaces could either be a regional office leased directly from an office landlord or used under a membership contract from a serviced office provider or co-working office provider or a combination of the three alternatives (Figure 19).

Figure 19:
Hub and spoke offices

Source: Cushman & Wakefield Research



Moving one step further from spoke offices are office pods. Office pods offer a space where an individual user can focus on their work, can take a private call or participate in a conference call or webinar. The same space, if large enough, can also be used by a group of users to congregate for a meeting, for a discussion or for a brainstorming session.

Office pods can come in a range of sizes and can be customised in terms of:

- **Interior design;**
- **Ergonomics;**
- **Exterior and interior colours;**
- **Interior and exterior materials;**
- **Furniture;**
- **Soundproofing;**
- **Power supply;**
- **Lighting;**
- **Airconditioning, and;**
- **Incorporated technology (computers, Wi-Fi, video conferencing systems, etc.).**

Well-designed office pods also incorporate a number of features that are designed to:

- **Ease the nature of work for the user;**
- **Promote user health;**
- **Elevate user wellness and wellbeing, and;**
- **Boost user productivity.**

Office pods can be housed in many locations around a city. They can be located in office building lobbies, in shopping centres, in coffee shops, in hotels, in residential communities, in airports, in train stations, in public squares or simply on the street – thus augmenting and adding value to the 15-minute city concept.

Once a network of office pods is established around a city, a reserve-and-use-per-minute/pay-as-go-per-minute system could be utilised by user members to use a particular office pod at any given time.

Finally, one example of an organisation which has implemented the office pod concept is Shui On with their WORKX NOW office pod offering in Shanghai (Figure 20 and Case study 4 in the Appendix).

Figure 20:
Shui On WORKX NOW, Shanghai timeline

Source: Cushman & Wakefield Research

PART 8
RETAIL

COMMUNITY RETAIL

A good retail offering is essential to a vibrant community, especially one that is walkable/cyclable. There are a number of ways retail can contribute to the success of 15-minute city communities but one of the most important is community retail.

Serving the community

In contrast to the "one-stop" and/or experiential retailing offered by regional shopping centres, on-demand community retail is more focused on serving residents within a few kilometres, providing them with the shopping, social, entertainment and parent-child products and services for their daily life. According to Cushman & Wakefield Research, Chinese consumers have put forward further requirements from community retail in terms of environmentally sustainable products and services, the overall shopping experience, the quality of retail-related activities, as well as general retail services (Figure 21).

Figure 21:
Consumer satisfaction with community retail features in China (2023)

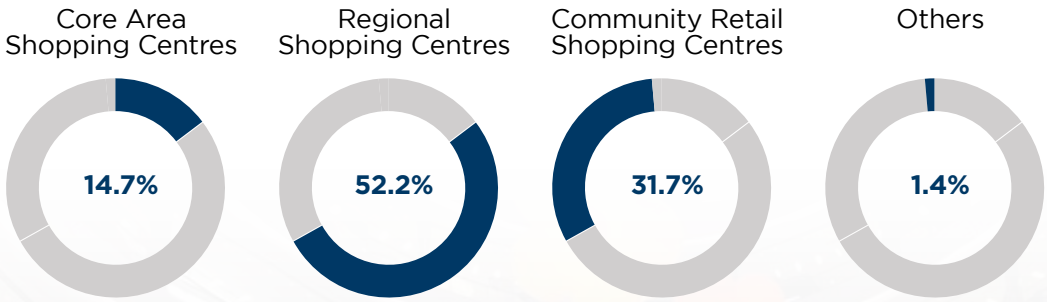
Note: 1 is very dissatisfied; 2 is dissatisfied; 3 is neither dissatisfied nor satisfied; 4 is satisfied; 5 is very satisfied.
Source: Cushman & Wakefield Research

In line with the changing consumer requirements, community retail in China is continually evolving. Through the optimisation of brand mixture, design, architecture and landscaping, community retail is effectively enhancing the customer shopping experience in China. In addition to supermarkets, retail, F&B, life services and other sectors, community retail has also introduced co-working spaces and services, child-related retail and service outlets, entertainment outlets, clinics and pet service outlets to meet the various consumer wants and needs. Some successful community retail projects have even built garden terraces, roof gardens, and parent-child fun piazzas and squares, for the surrounding residents.

Nowadays, on-demand community retail is not only the retail carrier to meet the daily needs of the surrounding residents, but also acts as a culture carrier for the community, by holding and hosting art exhibitions, theatrical performances, flea markets, public welfare charity events, parent-child activities and much more in multifunctional theatre/exhibition spaces in the community retail project, in the atrium of the community retail project, in piazzas and squares outside the community retail project or in other suitable spaces to be found within the community retail project. The cultural activities not only attract the surrounding residents to participate in community activities, but also improve the stickiness of regular customers, thereby ensuring a steady customer footfall flow to the community retail shopping centre.

The growing importance of community retail in China is also exemplified by the future retail project supply numbers in the country. According to statistics from Cushman & Wakefield Research, over the next three years, about 32% of the new supply in the 16 cities we track will be community retail (Figure 22).

Figure 22:
The percentage of new retail supply types in 16 cities in China (2023-2025)



Source: Cushman & Wakefield Research

Digitalisation

Looking ahead, to add extra convenience and shopping intelligence and to improve the general shopping experience for consumers, we expect community retail areas in China to go the way a number of other retail areas in major cities in China have recently gone – and that's by means of going digital. For retailers, the retail area digital platforms offer a wealth of consumption data to better tweak their marketing, services, products and overall sales.

A good example of a city in China which has already gone digital and plans to build around 15 more digital business districts by 2025 is Shanghai. In 2022, Shanghai's Yu Garden business district was selected as a national digital commercial demonstration district and during the year retail commercial sector performance was up when compared to the previous year (Figure 23).

Figure 23:
Yu Garden, Shanghai – Retail sector business performance

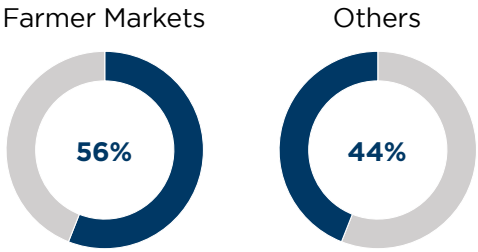
Source: 2022 annual report from Shanghai Yuyuan Tourist Mart Co., Ltd, Cushman & Wakefield Research

At the same time, a number of farmer markets around China have also gone down the digital route to improve the customer experience and augment sales.

Digital farmer markets

Farmer markets are one of the essential facilities in the "15-minute city" life circle concept in China. They are an important "livelihood project" to improve the daily lives of the surrounding urban residents. According to iResearch, farmer markets accounted for 56% of the total fresh food sold, making them the largest fresh food retail channel in China (Figure 24).

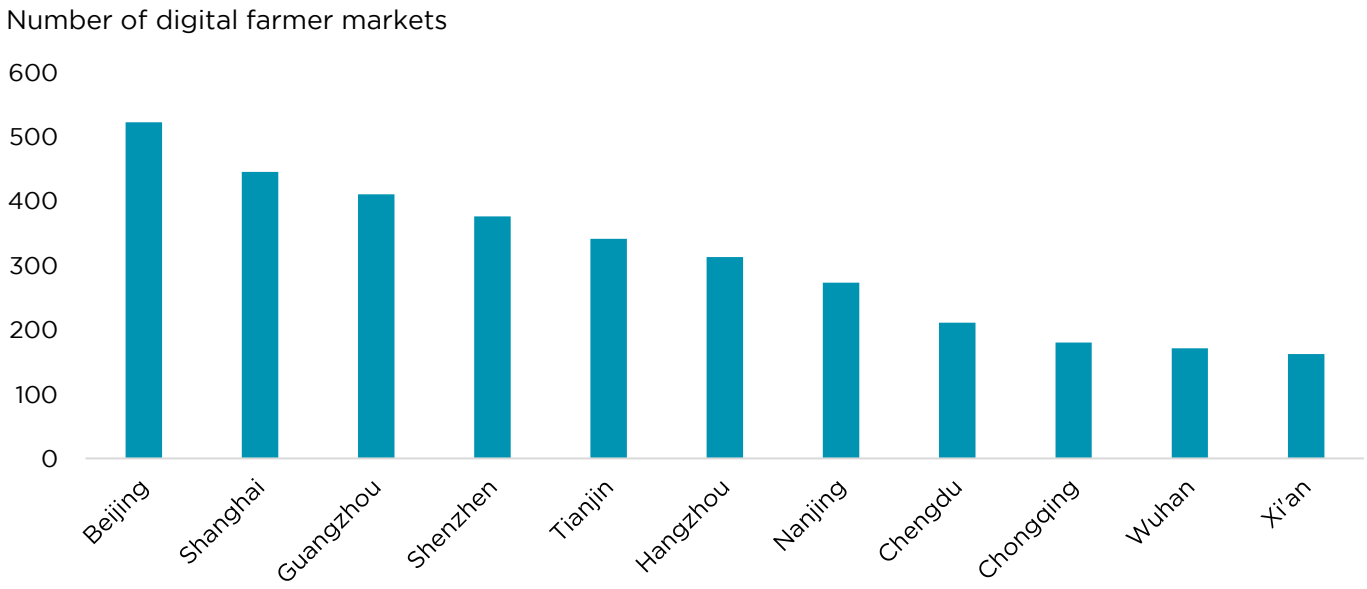
Figure 24:
Distribution of fresh food retail channels in China (2020)



Source: iResearch, Cushman & Wakefield Research

In recent years, the central and local governments in China have introduced a series of policies to encourage the digital transformation of farmer markets. In line with these policy moves and according to the incomplete statistics, the number of digital farmer markets in China's first- and second-tier cities such as Beijing, Shanghai, Guangzhou, Shenzhen, Tianjin and Hangzhou has exceeded 3,400 (Figure 25).

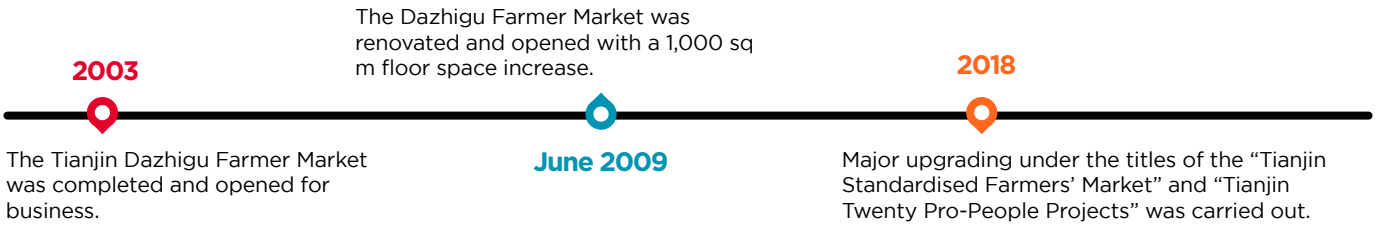
Figure 25:
The number of digital farmer markets in first- and second-tier cities in China (April 2023)



Source: Cushman & Wakefield Research

A good example of a successful up-and-running digital farmer market in China is the Dazhigu Farmer Market in Tianjin (Figure 26 and Case study 5 in the Appendix).

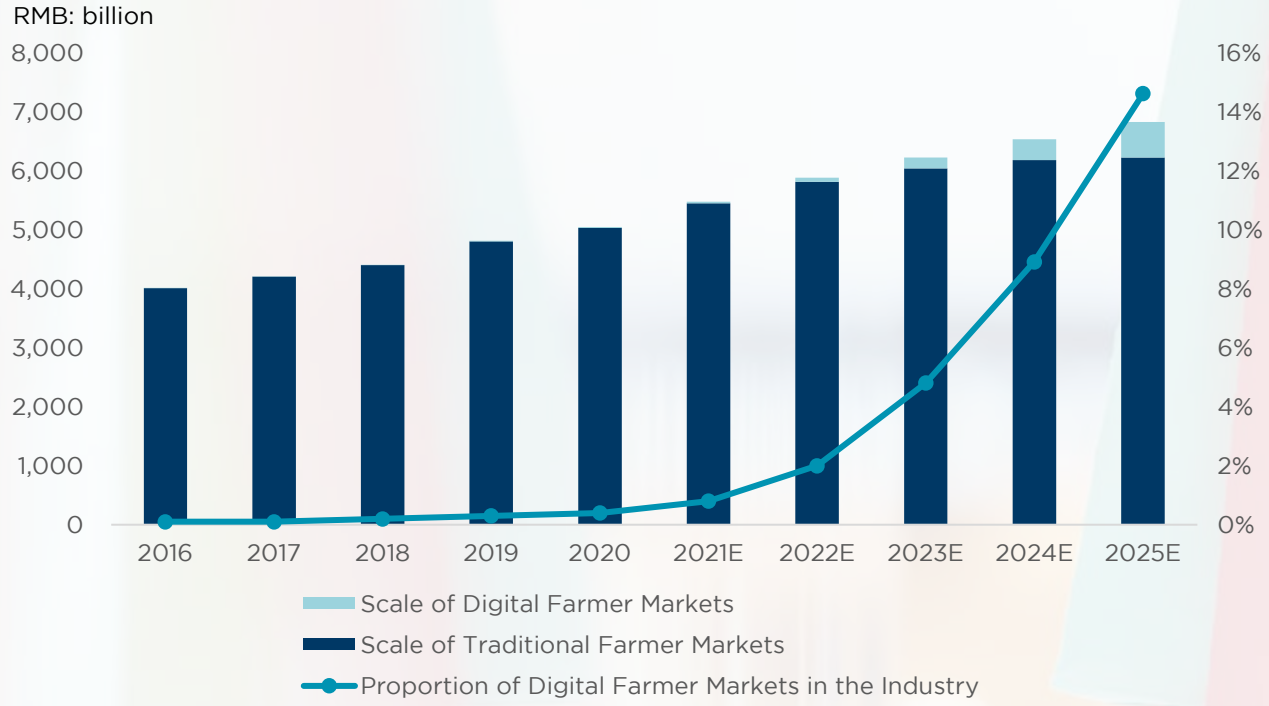
Figure 26:
The Dazhigu Farmer Market, Tianjin timeline



Source: Cushman & Wakefield Research

Ahead, over the next three years, the digital transformation of farmer markets will accelerate in China. iResearch predicts that the overall penetration rate of digital farmer markets will rapidly increase from 0.4% in 2020 to 15% in 2025 (Figure 27).

Figure 27:
The scale and penetration rate of digital farmer markets in China (2016-2025)



Source: iResearch, Cushman & Wakefield Research

PART 9
INDUSTRIAL

LAST-MILE LOGISTICS

On the industrial side, a major component which can impact the success of walkable/cyclable 15-minute cities is the execution of last-mile logistics infrastructure, especially given the expansion of ecommerce in China.

Given the growth in ecommerce and subsequently the package and parcel delivery business in China, so last-mile delivery logistics in China needs to continually find ways to further improve to continually keep up with the times and to continually provide an even better customer service experience for citizens living within 15-minute cities communities. There are many ways to improve, but four key areas to look at are last-mile:

- **Distribution facilities;**
- **Tracking;**
- **Delivery, and;**
- **Collection points.**

Today and tomorrow

Today, lorries, vans and scooters are mostly utilised for last-mile package and parcel deliveries around the world, including in China. With the attention moving towards sustainability and utilisation of green transportation, but also an emphasis on cost and delivery speed and efficiency, the logistics industry in China is presently looking at various delivery mode options, including autonomous delivery vehicles, delivery robots, delivery drones and fixed-wing unmanned aerial vehicles (UAVs) that deliver packages and parcels. In the future, packages and parcels could potentially be delivered to a customer's home, a customer's workplace or even a designated collection point using these various modes of conveyance.

Collection point improvements

Last-mile delivery can be very taxing for enterprises delivering to customers at an indicated home or business address when the receiving customer is not present to receive the package or parcel at the collection point. This can result in multiple attempts to deliver by the delivery enterprise before a successful delivery is executed, which usually results in an unexpected increase in fuel and labour costs incurred by the delivering enterprise.

Two ways to ensure delivery is made more efficient and convenient for citizens living in a 15-minute city community and is executed each and every time is to incorporate a smart pick up and drop off (PUDO) system and/or a smart self-service delivery locker bank system:

A smart PUDO system

A smart PUDO system incorporates a selected location for consumers to receive and leave packages and parcels. Generally, smart PUDO sites in China are either staffed counters in existing businesses such as convenience stores, or unstaffed lockers in existing businesses (Figure 28).

Figure 28: How a PUDO delivery system works

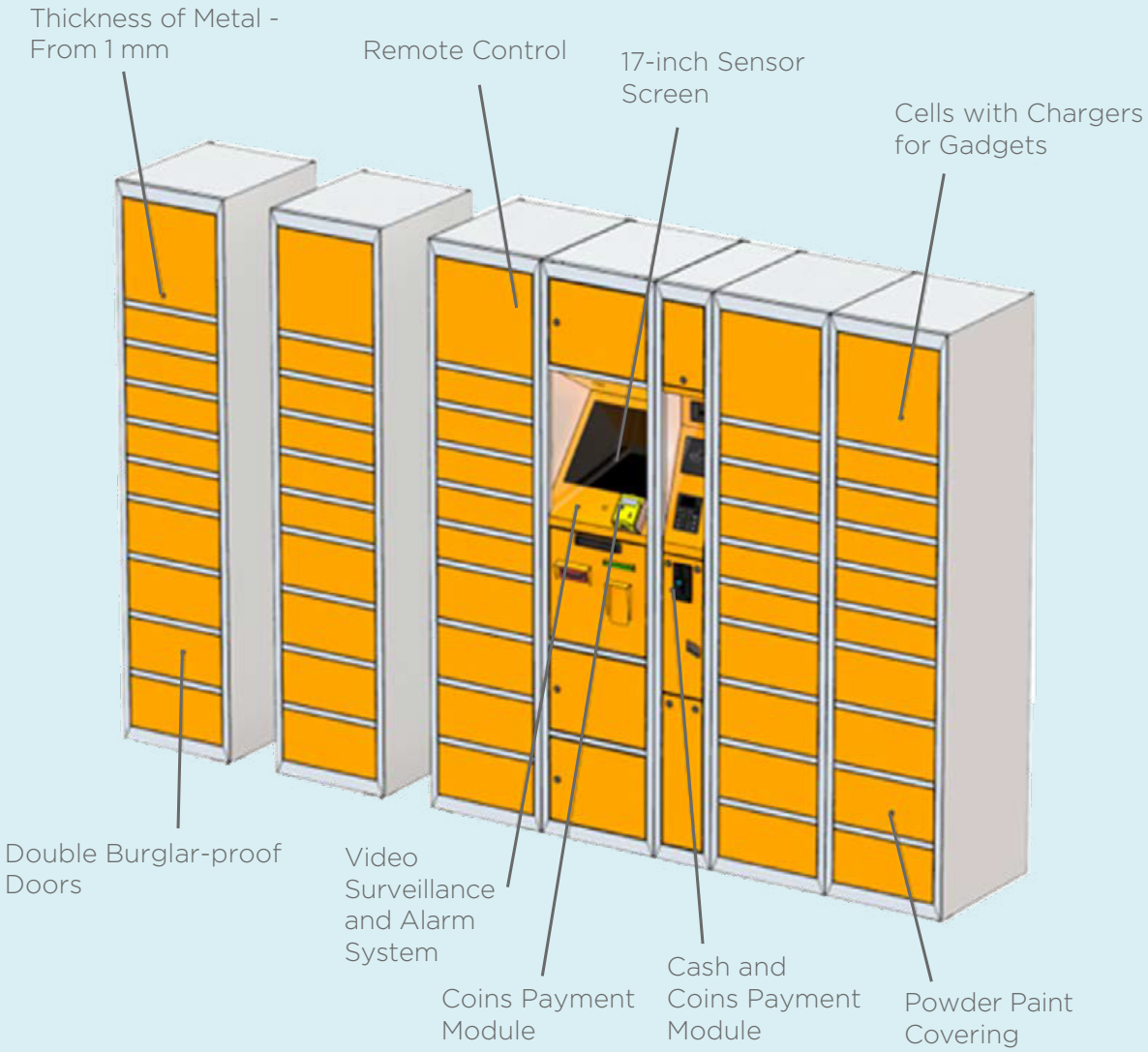
Source: Cushman and Wakefield Research

On the whole, logistics enterprises deliver packages and/or parcels to a smart PUDO location and at the location, the item/s is/are stored, and the customer notified of the delivery. When the consumer arrives at the smart PUDO location to collect a package/parcel, he or she uses a QR code to get his or her item from the smart PUDO location employee or to open the unmanned locker. If a customer needs to return a package/parcel, he or she can either book the return using the carrier's digital interface or get the store employee at the smart PUDO counter to scan the package/parcel label, depending on whether the smart PUDO location is manned or unmanned.

A smart self-service delivery locker bank system

Smart self-service delivery locker bank systems can be located anywhere, but many are located in residential communities in China (Figure 29).

Figure 29:
The design, components and working parts of a typical smart self-service delivery locker bank



Source: Cushman and Wakefield Research

Like the smart PUDO system, in many cases these smart lockers have also proven to be popular given the general convenience, the ease of accessibility by both the delivering enterprise and the customer, the delivery efficiency, the 24/7 availability, the increased package/parcel security, and the fact that 65% of people in China now live in the country's urban areas. These smart lockers are also operated using a QR code access system.

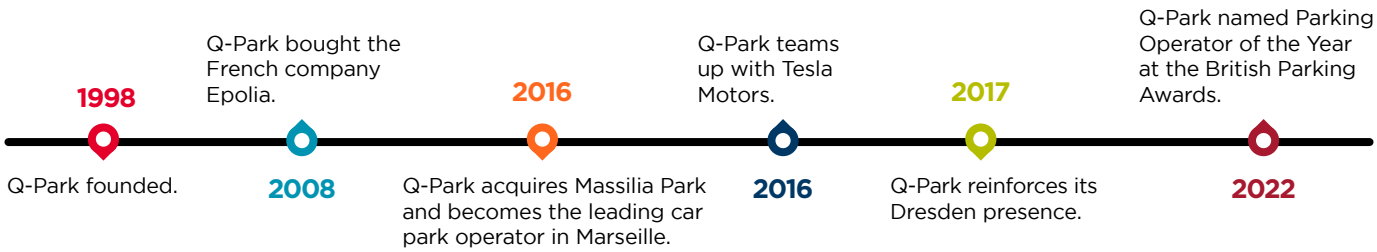
When effectively implemented, smart PUDO systems and smart self-service delivery locker bank systems will provide a great deal of benefit to 15-minute city communities by augmenting pick up expediency, boosting delivery proficiency and placing collection points within walkable/cyclable distance.

Finally, there is the question of pollution and sustainability within 15-minute city communities. Many cities around the world and in China are clamping down on heavily polluting vehicles. In London, for example, the city has established an Ultra Low Emissions Zone (ULEZ) where heavily polluting vehicles are charged on a daily basis if they enter the zone. Naturally, this new regulation is impacting the cost of last-mile delivery logistics in the city given that many delivery lorries used in the process are currently high polluters.

To get around this, Q-Park in London have come up with a solution, whereby one of their car parks on Park Lane is located right on the border of the ULEZ. In their car park, they have teamed up with DPD, a UK logistics firm, to set up a sizeable last-mile logistics hub in the car park.

Under the new arrangement, distribution vehicles which do not meet the environmental standards to drive freely within the ULEZ drive into the car park and unload their packages and parcels at the in-car park logistics hub. These packages and parcels are then transferred to smaller more environmentally-friendly distribution vehicles and delivered to the customers within the ULEZ (Figure 30 and Case study 6 in the Appendix).

Figure 30:
Q-Park, London timeline



Source: Cushman & Wakefield Research

PART 10
HOTEL

BOUTIQUE NEIGHBOURHOOD HOTELS

When considering hotels and the 15-minute city concept, hotels on many levels can benefit the concept. In this section of our report, we will zero in our focus to boutique neighbourhood hotels in particular.

What is a boutique neighbourhood hotel?

Collectively, boutique neighbourhood hotels are unique, intimate, small-inventory-carrying and design, history and/or culture-inspired community-focused hotels. Level positioning is often a lesser consideration for boutique neighbourhood hotels as they concentrate on authenticity and the personalisation of the stay experience and service. Additionally, these hotels further focus on the appeal of beautiful experiences and related factors, including but not limited to the surrounding local nature and environment, the local food, the local history, the local culture and the local art (Figure 31).

Figure 31: Boutique neighbourhood hotels: Example characteristics

Source: Cushman and Wakefield Research

One important feature of a boutique neighbourhood hotel is uniqueness. Often, this is achieved through style, practicality and attention to detail. The style needs to tell the story of the hotel and make it one of a kind.

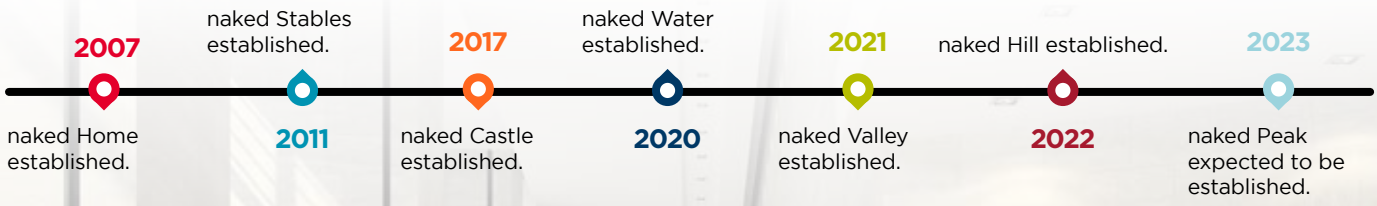
To begin with, good boutique neighbourhood hotel design needs to tell a story. Colour, materials and even a central theme related to a factor or factors, such as location, local culture, hotel history, etc., should be incorporated throughout the entire hotel to furnish the hotel with a seamless and consistent look that goes a long way in fabricating a well-defined theme (Figure 32).

Figure 32:
Boutique neighbourhood hotels in China: Design considerations

Source: Cushman and Wakefield Research

For a boutique neighbourhood hotel to remain true to its name, it is essential to form a strong relationship with the local community and a good example of a boutique hotel in China that engages with the local community on many levels is naked Stables in Moganshan (Figure 33 and Case study 7 in the Appendix).

Figure 33:
naked Stables, Moganshan timeline



Source: Cushman & Wakefield Research

Adding value to the 15-minute city concept, the benefits of local community engagement are many, including more robust business sustainability for the hotel and community, heightened corporate social responsibility, augmented environmental sustainability and cost reduction. For example, sourcing locally reduces fuel consumption and air pollution. Ways of engaging are many as well and a few examples of how to connect are:

- **Employing locally;**
- **Utilising local products;**
- **Organising local tours;**
- **Showcasing local crafts;**
- **Highlighting local culture, and;**
- **Championing local entertainment (Figure 34).**

Figure 34:
Boutique neighbourhood hotels in China: Ways to connect with the local community

Source: Cushman and Wakefield Research

Finally, boutique neighbourhood hotels are a fairly new concept but given a greater emphasis on the overall stay experience in walkable/cyclable communities by a cross-section of hotel guests in China, this type of hotel is expected to be increasingly favoured for both leisure and business stay accommodation in the future.

PART 11
KEY TAKEAWAYS

To bring about beneficial urban environmental sustainability change that results in sustainable urban environs, one concept cities in China can look to further adopt and implement is the '15-minute city' concept.

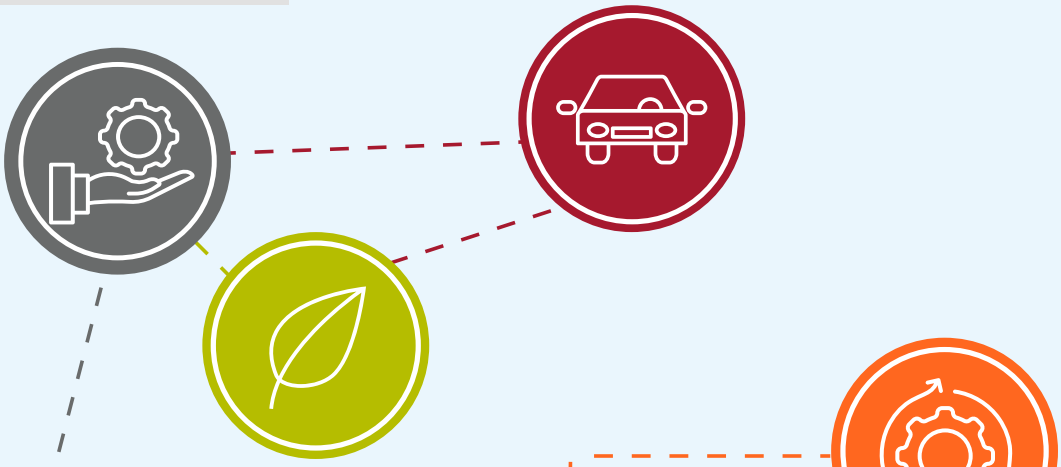
The 15-minute city is a fresh concept that promotes both urban environmental sustainability and urban liveability.

When it comes to planning sustainable urban environs in China, the 15-minute city concept has been already adopted by some cities in China, such as Shanghai and Beijing.

One overriding policy that is trying to transition China's development to be more people-centred especially when urbanisation is considered is China's 14th Five-Year Plan and Long-Term Targets for 2035, which was published in April 2021.

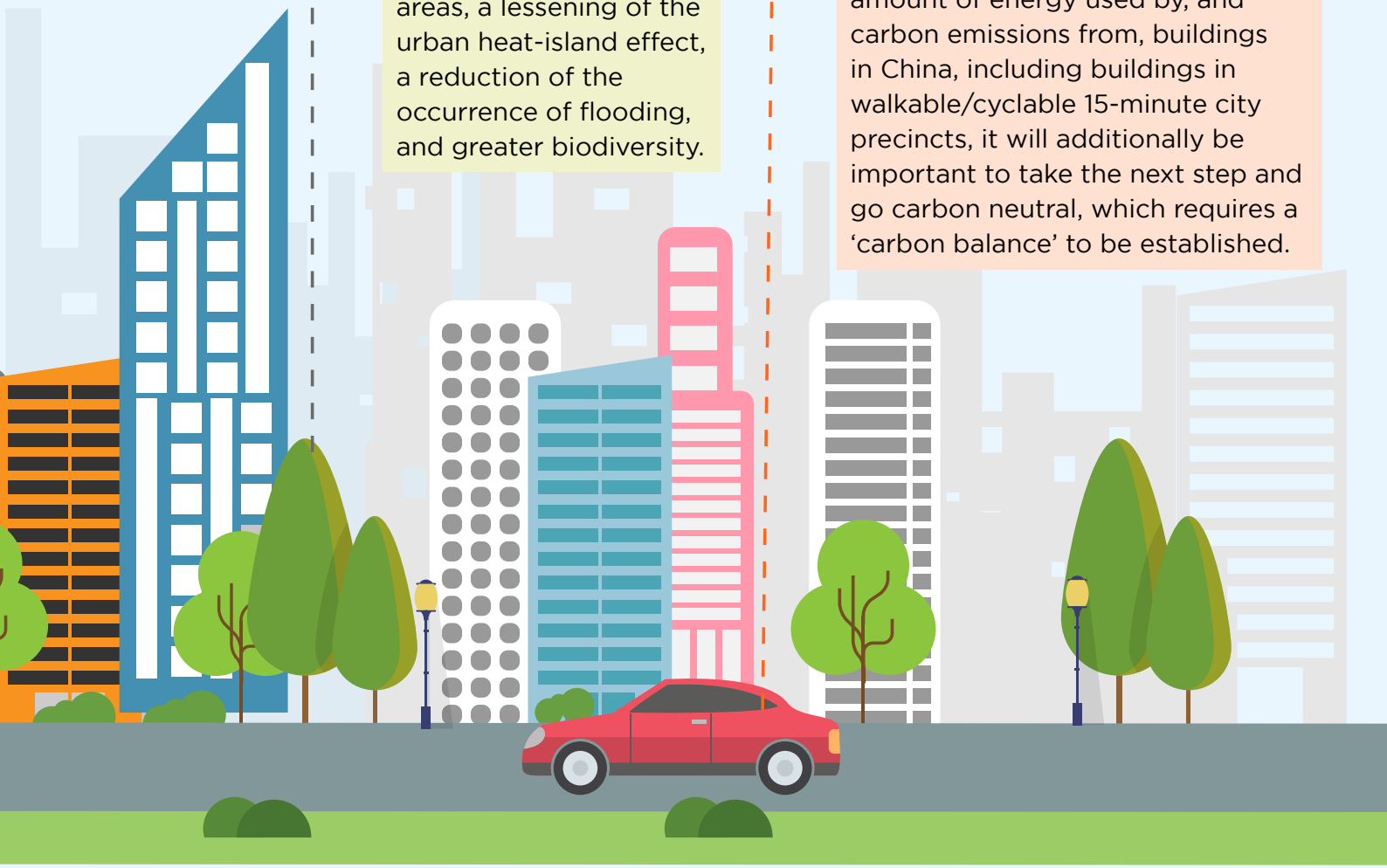
When specifically considering urban public space in China in relation to sustainable 15-minute city urban environs, the aim for local governments is to generate all-inclusive citizen-friendly settings that are also economically workable.

To interconnect sustainable 15-minute urban environs, it is essential for cities in general, including those in China, to have a well-planned and efficient overall public transport system that is easily accessible, is convenient and cuts both journey times and air pollution levels for all their citizens.



The 15-minute city concept also places much emphasis on the need for more green areas, a lessening of the urban heat-island effect, a reduction of the occurrence of flooding, and greater biodiversity.

Finally, in order to reduce the amount of energy used by, and carbon emissions from, buildings in China, including buildings in walkable/cyclable 15-minute city precincts, it will additionally be important to take the next step and go carbon neutral, which requires a 'carbon balance' to be established.



PART 12
APPENDIX

CASE STUDY 1

WEST BUND
SHANGHAI

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CASE STUDY 2

SHIBANQIAO FUTURE COMMUNITY
HANGZHOU

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CASE STUDY 3

CHEONGGYECHEON
SEOUL

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SHUI ON WORKX NOW
SHANGHAI

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THE DAZHIGU FARMER MARKET
TIANJIN

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CASE STUDY 6

Q-PARK
LONDON

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CASE STUDY 7

NAKED STABLES
MOGANSHAN

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CASE STUDY 1

WEST BUND, **SHANGHAI**

The rebirth of a disused industrial area

2003 – Present

Summary

Shanghai's West Bund was a brownfield site that is now a public space populated by green areas, walkways, cycleways and renovated buildings. It has now become one of the most dynamic waterfronts in core Shanghai.

Timeline of major milestones reached:

19th Century

Longhua became part of an important military defence line for Shanghai. Several factories opened in this area, which spurred West Bund on the path to industrialisation.

1917

Longhua Airport was built. As the birthplace of the civil aviation industry in China, Longhua Airport became the aviation portal for 'New' China.

Early 20th Century-2009

A series of facilities to promote China's modernisation process, such as Shanghai Cement Plant, were built in this area. It was not until 2009 that these facilities were closed or relocated to Shanghai's suburban area.

2010-Present

West Bund has attracted many well-known cultural and art institutions, such as the Long Museum. During this time the promenade, which spans 8.4 km, was completed. Moreover, it has successively held activities, such as the Shanghai West Bund Music Festival, etc.

Overview:

West Bund has undergone a development rebirth in recent years and has become an important public space in Shanghai. With an area of 9.4 sq km and a waterfront length of 11.4 km, it is the largest single designated area along the Huangpu River in core Shanghai. The total real estate development volume is estimated to be over 9 million sq m.

Impact:

- West Bund now has over 281,000 sq m of integrated green space. The vegetation planted is such that the public can enjoy different landscapes and seasonal flowers;
- West Bund has won many awards and honours, such as "the most beautiful running route in Shanghai" and China Habitat Environment Example Prize;
- Over 20 cultural and art venues are to be found in West Bund. The area can host nearly 100 high-quality international events every year.

How it was done:

- Landscaping, building renovation, integration of the waterfront and walkway/cycleway routes in and around West Bund were key to the area's planning and design;
- The disused runway at the old Longhua Airport was converted into a 'runway' park, interspersed with water features and green space;
- Retaining the original appearance and features of the structure, the Yuz Museum was transformed from an old Shanghai Aircraft Factory hanger;
- Well-known cultural and art institutions, such as Long Museum, Yuz Museum and Tank Shanghai (a park transformed from five preserved fuel storage tanks) were successfully assimilated;
- High quality events and activities, such as the West Bund Music Festival, the West Bund Food Festival and the Shanghai West Bund Biennial Festival for Architecture and Contemporary Art are held in West Bund.

Results:

- West Bund has been successfully transformed from a disused industrial site and an abandoned airport into one of the most vibrant and dynamic public spaces in Shanghai;
- Nowadays, the area is a multi-functional recreation park. People can explore the city's history and culture while walking, jogging or cycling.

Key takeaways:

- West Bund is a continuation of Shanghai's overall plan to have a connected riverfront walkway/cycleway. It has become a unique and indispensable part of the Shanghai Riverside Promenade.
- The existing landscaping in West Bund plays an important ecological role in greening Shanghai's urban area;
- Being a public space, West Bund is designed to be easily accessible and welcoming to all.

CASE STUDY 2

SHIBANQIAO FUTURE COMMUNITY, **HANGZHOU**

Realising the transformation from 'building houses' to 'building living'

2019 – Present

Summary

Shibanqiao Future Community is a TOD development which focuses on walkable/cyclable liveability and the neighbourhood, education, citizen health, entrepreneurship, construction quality, transportation, low-carbon development, service and governance.

Timeline of major milestones reached:

2019

The Zhejiang Provincial Government officially launched a pilot programme for the future development of communities. Shibanqiao Community is listed as one of the first related 24 pilot community development projects in Zhejiang Province.

March 2020

The Centralised Commencement Ceremony for Major Projects with Expanded Effective Investment was held in Zhejiang Province in Q1 2020. The 537 projects that were started in 2020 focus on high-quality development. Of the 537 projects, a total of 48 projects in Hangzhou broke ground during this time, including the Shibanqiao Future Community Project.

2020-Present

The total investment into the Shibanqiao Future Community project is about RMB9.29 billion.

Overview:

- By sorting out the existing problems of Wangjiang New Town area in Hangzhou's Shangcheng District and by looking for the reasons for the improvement of regional human settlement value, the project will carry out the reconstruction of business form and the upgrading of functional positioning, so as to make the community a liveable harbour for residents.

Impact:

- The one-stop neighbourhood centre offers fun for all ages and provides an all-round community governance service;
- The talent employee apartments are equipped with high frequency usage/visitation living amenities;
- The neighbourhood cultural park focuses on art exhibitions, theme shows and is a community cultural landmark;
- The nursing centre provides a comprehensive range of health services to the local community;
- All components within the overall project are walkable/cyclable.

How it was done:

- In terms of spatial distribution, according to the principle of intensive and efficient use of space, Wangjiang sub-district will be subdivided and restructured into six main functional elements, including the neighbourhood, governance, services, health, education, and start-up businesses;
- The Future Community will incorporate IoT to provide greater operational efficiency between on and off-line community service functions;
- In terms of low-carbon energy conservation, the project's residential housing will introduce quasi-passive housing technology to reduce energy consumption. Photovoltaic power generation will be used to power public space lighting. In addition, the project will utilise a comprehensive rainwater collection system to irrigate the common area landscaping, and pollution-free kitchen waste will be employed to fertilise the rooftop gardens. Finally, the overall project will be walkable/cyclable, thus cutting the need to use automobiles and therefore further reduce GHG emissions.

Results:

- The creation of a walkable/cyclable neighbourhood with all main amenities and services close at hand;
- In the future, entrepreneurship services, functional workspace and talent employee apartments are expected to boost employment within the neighbourhood and enhance the notion of a live/work community;
- Apart from the development being walkable/cyclable, other features within the development which make it green include photovoltaic panels on buildings for energy generation, smart building systems for energy conservation, an integrated comprehensive recycling programme and utilisation of water-saving schemes, such as greywater recycling.

Key takeaways:

- As a walkable/cyclable community TOD project, the Shibanqiao Future Community aims to solve many pain points existing in traditional hub communities by improving the happiness index of community residents and implementing optimised low-carbon green construction and operations throughout the project.

CASE STUDY 3

CHEONGGYECHEON, **SEOUL**

The creation of a green urban recreation space

2003 – Present

Summary

Redevelopment of a 10.9 km creek into a modern green public recreation space

Timeline of major milestones reached:

1958 Cheonggyecheon concreted over.

1976 An elevated highway built over Cheonggyecheon.

2003 Proposal for the restoration of Cheonggyecheon.

2005 The reopening of Cheonggyecheon.

2005-Present Cheonggyecheon continues to attract a large number of visitors from the local area, from the rest of Seoul, from South Korea and from other parts of the world.

Overview:

- Cheonggyecheon represents an impressive EOD urban renewal project, from a concreted over drainage system into a green public recreation space;
- The EOD urban renewal project was regarded as a solution to address a 10.9 km sewage stream with accompanying trash and waste, and which had an elevated highway over it. The deteriorating water environment resulted in an eyesore for the city;
- In 2003, the then Seoul mayor, Lee Myung-bak, initiated an EOD city regeneration project to remove the elevated highway and restore the stream. The city authority spent about $900 million and completed the project in 2005. Since then, Cheonggyecheon has become popular among local residents and tourists alike.

Impact:

- Cheonggyecheon brings a variety of positive elements to the city of Seoul. This EOD urban renewal project has introduced a natural environment with clean water;
- The stream helps to cool down the temperature in the nearby area by as much as 3.6 degrees centigrade;
- Because Cheonggyecheon has become an important venue for cultural and economic activity, it has been a driving force for the revitalisation of downtown Seoul.

How it was done:

- Due to the deteriorating environment, the Seoul Metropolitan Government proposed an EOD urban renewal plan centring on Cheonggyecheon. The highway was removed, and traffic flow measures taken to address any arising traffic congestion;
- This EOD urban renewal project preserved the unique identity of the natural environment as in central Seoul. Additionally, the surrounding business areas were revitalised through the implementation of the latest information technology systems. Moreover, the plan encouraged a pedestrian-friendly road network connecting the stream with the surrounding historic property assets in Bukchon, Daehangno and Jungdong. This network system is called the 'Cheonggyecheon Culture Belt'.

Results:

- The EOD urban renewal project provides proven flood protection and, between 2003 and 2008, biodiversity in the locality has increased by as much as 639%. On a daily basis around 64,000 visitors came to Cheonggyecheon's public recreation space;
- It is a successful case study for a number of other major cities in terms of the preservation of an urban creek and its natural ecosystem.

Key takeaways:

- The Cheonggyecheon EOD restoration project demonstrates a number of positives in terms of enhancing community liveability and economic revitalisation through the renewal of a brownfield site;
- Due to a range of urban issues, including overbuild, natural ecosystems and the natural environment have been overlooked for some time by mega-cities around the world. Re-greening is now a movement that is addressing some of these issues by bringing the natural environment back to the centre of the city for all citizens to enjoy.

CASE STUDY 4

SHUI ON WORKX NOW, **SHANGHAI**

Diversified office space providing choice

2020 – Present

Summary

The Shui On WORKX NOW flexible office pod product range has established “Diversified Space” to provide organisations and individuals with varied office space choices. This product range is also positioned and able to complement an organisation’s existing hybrid office working system.

Timeline of major milestones reached:

2020
The first experimental innovation social space WORKX SOCIAL LAB was launched in Shui On Plaza.

2020
Four flexible office pod modules INNO NOW were launched to test operating proficiency.

2022
The flexible office pod module product range was upgraded when WORKX NOW officially launched in Shanghai Xintiandi.

2023
Shui On added two new WORKX NOW office pod modules in Shanghai Xintiandi, bringing the total number of flexible office pod modules the company runs in Shanghai to seven.

Overview:

- With the changing ways of working recently, Shui On has proposed a hybrid office solution encapsulating the principles of "(Core+Flex) x Digital";
- In particular, "Core" stands for traditional office space, "Flex" represents flexible office space, and "Digital" is related to digital solutions;
- On this basis, Shui On has created the "WORKX" series of products, with WORKX NOW as the latest flexible office pod module product that provides people with a new convenient space with which to work from.

Impact:

- The WORKX NOW flexible office pod module enables people to work at anytime and anywhere;
- The WORKX NOW flexible office pod module utilises green materials and energy while reducing carbon emissions from commuting to the main office;
- The WORKX NOW flexible office pod module is prefabricated and easy to assemble. This reduces on-site construction time, noise and pollution;
- The flexible office pod modules distributed throughout a community effectively contribute to the prosperity of the community and enhance the community living experience.

How it was done:

- The WORKX NOW product consists of lightweight small flexible office pod modules that can be placed in various urban locations around a city;
- Equipped with desks, chairs, and smart devices, they allow users to carry out office work, online meetings, small conferences, and more;
- The WORKX NOW flexible office pod modules are managed without human intervention and apply IoT ecosystems with smart locks, smart switches, central control, smart cameras, and a mini programme for reservations;
- The latest WORKX NOW flexible office pod modules are now in commercial spaces;
- No longer confined to office buildings, they now enable a true work at any time and from anywhere system of work for all users.

Results:

- Currently, there are seven operating WORKX NOW flexible office pod modules located at Shui On Plaza, Xintiandi Style I, Xintiandi Style II (indoor and outdoor), Hubindao, 5 Corporate Avenue and KIC;
- The product range has achieved a zero-carbon mode of operation, thus promoting the concept of sustainable development;
- WORKX NOW flexible office pod modules now provide users with convenient, green, and intelligent flexible office spaces, making it a new workplace choice within the current hybrid office working model.

Key takeaways:

- To meet the diverse office needs of people, Shui On's WORKX NOW flexible office pod module product offering was born;
- Ahead, as flexible office pod models continue to evolve, such hybrid office working products will undergo continuous upgrading to meet the ever-changing office working demands and city living needs of people.

CASE STUDY 5

THE DAZHIGU FARMER MARKET, **TIANJIN**

A digital farmer market with marketplace vibe and technology

2002 – Present

Summary

The Tianjin Dazhigu Farmer Market not only transforms and upgrades the operation and management mode of the market by using digital technology such as the Internet, the Internet of Things, and the big data, but also gathers many traditional Tianjin brands and well-known brands with local characteristics, to create a smart farmer market that allows people to feel the marketplace vibe, while enjoying a high-quality consumer experience.

Timeline of major milestones reached:

2003
The Tianjin Dazhigu Farmer Market was completed and opened for business.

June 2009
The Dazhigu Farmer Market was renovated and opened with a 1,000 sq m floor space increase.

2018
Major upgrading under the titles of the "Tianjin Standardised Farmers' Market" and "Tianjin Twenty Pro-People Projects" was carried out.

Overview:

- The Dazhigu Farmer Market is located in Dazhigu, the earliest settlement in the city and the birthplace of Tianjin's urban commodity economy;
- Unlike traditional farmer markets, which mainly involve the buying and selling of foodstuffs, the Dazhigu Farmer Market has a "neighbourhood side-street", which sells small household goods such as clothing, beauty and cosmetics products, daily use items, etc.

Impact:

- The market has been awarded the "National Excellent Model Market" award, the "Tianjin Benchmark Market" award and the "Tianjin Hygienic and Clean Market" award on multiple occasions;
- The Dazhigu Farmer Market is a digital market with city local characteristics and has become a popular destination for both local citizens and tourists.

How it was done:

- The Dazhigu Farmer Market has gathered many traditional Tianjin brands and well-known brands with local characteristics such as: Ren Yi Min, Tian Bao Lou, Da Qiao Dao, Gui Shun Zhai, Zhang Ji Bun, Xiao Bao Chestnuts, etc.;
- In addition to the vegetable, meat, aquatic products and department store operating areas, a dining area was set up in the delicatessen area to provide a new shopping experience for the public;
- The market is fully covered by Wi-Fi, each shop is equipped with a digital display screen, and the market carries out a star rating (incorporating a multi-dimensional scoring system which takes into account product quality, product pricing, environmental maintenance and general operation) for shops once every half year, with the highest score awarded being 5 stars;
- The Dazhigu Farmer Market has its own WeChat official account, which allows consumers to stay informed of new shops, special offers, the latest prices, and the results of vegetable pesticide residue testing;
- The Dazhigu Farmer Market has established and developed a set of management systems for food safety and market operations to ensure greater food safety levels are attained.

Results:

- With the help of digital technologies such as the Internet, the Internet of Things, and big data, the Dazhigu Farmer Market has transformed and upgraded from a traditional farmers' market to one that enhances the shopping experience of consumers. Consequently, sales from the market have increased year by year;
- The Dazhigu Farmer Market now serves 23 surrounding communities and covers more than 40,000 residents.

Key takeaways:

- The Dazhigu Farmer Market is a market that allows people to feel the marketplace vibe, while enjoying a high-quality consumer experience;
- This 20-year-old Tianjin-characterised farmers' market has become a trendsetter for all farmers' markets in Tianjin through the renovation of its facilities and its continual digital upgrading.

Q-PARK, LONDON

CASE STUDY 6

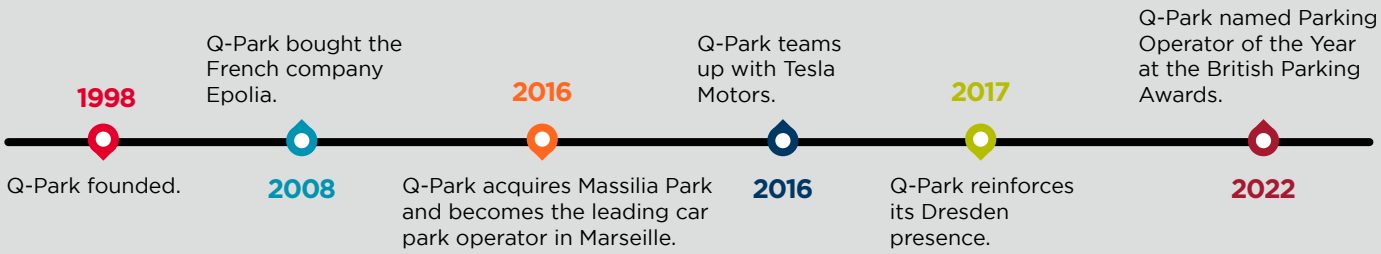
An alternative distribution facility location solution

1998 – Present

Summary

Out of new environmental regulations, a new parcel and package distribution facility was then located in an existing Q-Park car park near Oxford Street in London.

Timeline of major milestones reached:



Overview:

- Last-mile delivery logistics companies are having to function in an ever-changing world, especially given new environmental regulations that are being placed on some of the most clogged areas of city centres around the globe.

Impact:

- Q-Park's portfolio comprises of more than 570,000 parking spaces distributed over more than 3,000 car parks in the Netherlands, Belgium, Germany, Great Britain and Ireland, France, and Denmark;
- To keep to the new UK Government environmental regulations, councils in the country have begun to establish low emission zones in city centres with the goal of lessening the number of the highest polluting vehicles on the roads;
- These zones can be a challenge for last-mile delivery logistics enterprises given the current fleet of fossil fuel-dependent vehicles they use;
- In this instance Oxford Street in London was identified as one of the most polluted streets in the world and Westminster Council chose to incorporate the street into London's Ultra-Low Emission Zone (ULEZ);
- Affecting many last-mile delivery logistics vehicles, the highest polluting vehicles are not permitted to enter the Zone without paying a daily charge.

How it was done:

- Q-Park established the Urban Mobility Hub in their Park Lane car park which is located on the border of the ULEZ;
- DPD, a UK package and parcel distribution company, entered into an agreement with Q-Park to take a good-sized area within the mobility hub to create the Last-Mile Logistics Hub;
- This logistics hub receives packages and parcels from a larger distribution facility from the existing fleet in order to be close to the end delivery point without entering the ULEZ;
- The packages and parcels are then to be distributed using smaller but fully electric vehicles to the final destination within the ULEZ.

Results:

- Q-Park has established a last-mile delivery solution which both takes into account existing package and parcel distribution infrastructure and the new ULEZs, which is also assignable to every city in the UK where they have a presence.

Key takeaways:

- Q-Park's Mobility Hub lets logistics businesses to function to the same criterion that they presently do whilst also observing the new UK Government directives established to reduce pollution and congestion in city centres.

CASE STUDY 7

NAKED STABLES, **MOGANSHAN**

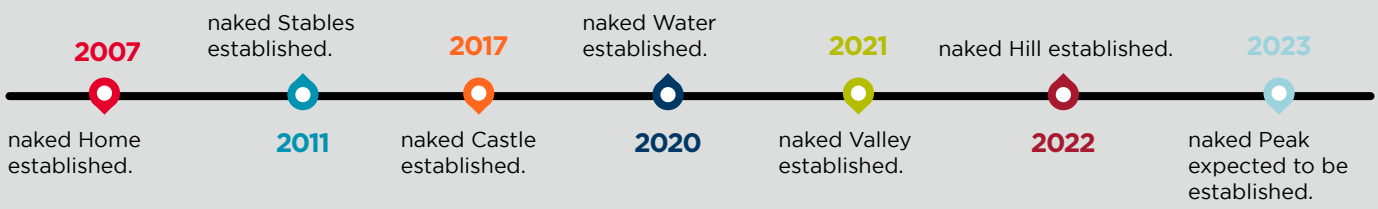
Connecting with nature and the community

2011 – Present

Summary

naked was started in 2007 and has since advocated for the “born naked, live naked” lifestyle through its luxury resorts, shared workspaces, and various other products. It is the goal of naked Group to bring the experience of “Fresh, Fun, Green, and Great” to their customers.

Timeline of major milestones reached:



Overview:

- naked Stables – tucked among the bamboo forests and tea plantations of Moganshan in Zhejiang province – a two-and-a-half-hour journey from Shanghai – has become a highly comprehensive eco resort that involves the local community on many levels.

Impact:

- naked Stables' villas, encompassing 121 luxury rooms, are designed to be highly energy efficient;
- The smaller mud Earth Huts are made using rammed earth walls;
- Here, mud and insulation foam are bound together by a string of concrete to create a thick mask which insulates the hut, meaning less cooling and heating is needed;
- 100% of the reserve's water is recycled;
- To top it all off, more than 150 local artisans and labourers were hired during naked Stables' construction phase, while a further 120 villagers from the immediate area work as staff.

How it was done:

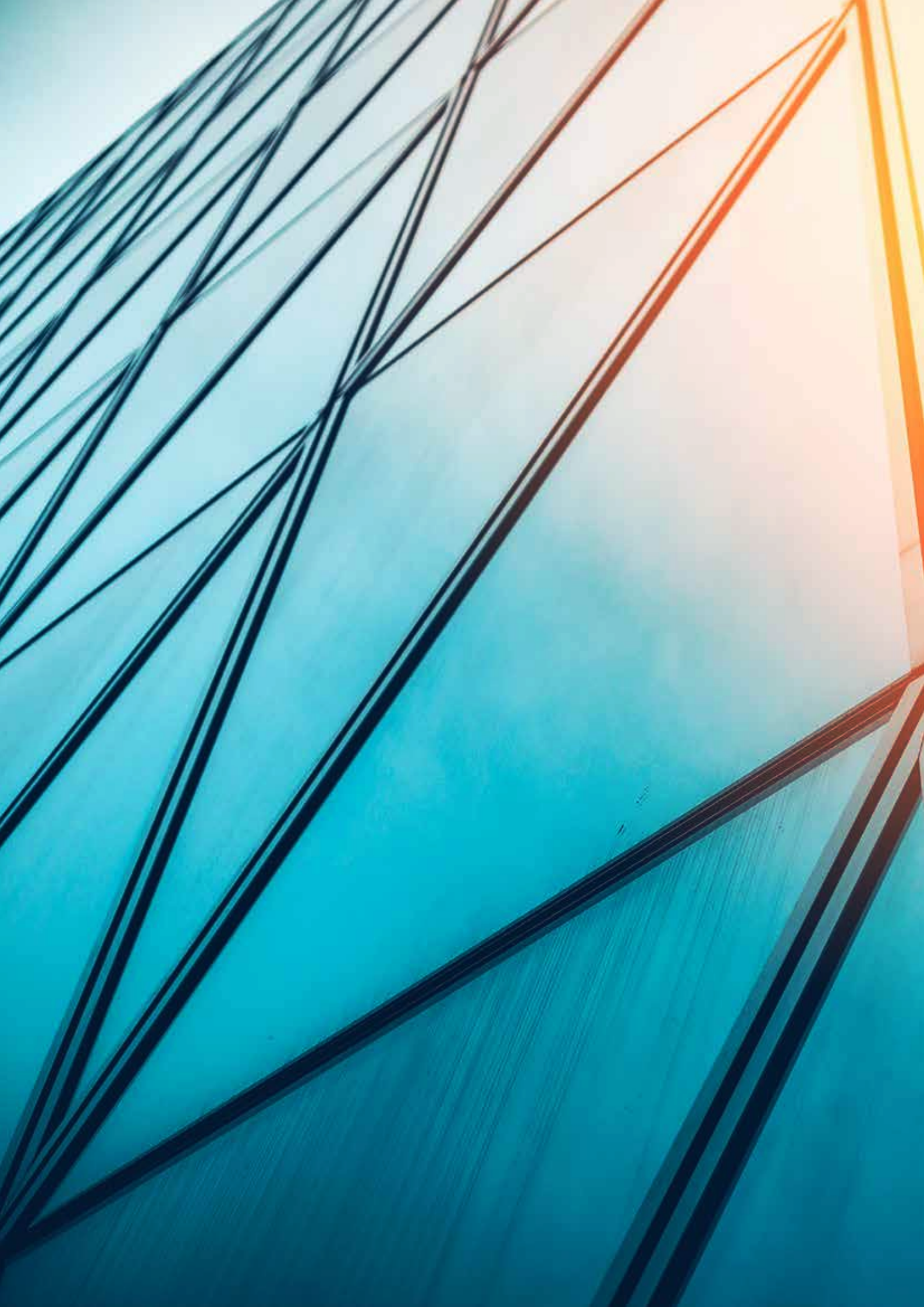
- naked's Base Camp is centred in Shanghai and its resort products started with naked Home (2007) in Moganshan;
- After the initial success, naked expanded the idea of a sustainable lifestyle and resort experience into Moganshan's naked Stables (2011) and naked Castle (2017), as well as naked Water in Suzhou (2020), naked Valley (2021) in Zhengzhou's Fuxi Mountain, naked Hill in Nanjing (2022), naked Peak near Xi'an, and a few other projects that are in the pipeline and will be launched soon;
- naked's strategy is to build luxurious resorts that are inspired by nature, managed with sustainability in mind, designed with quality and embedded within the community. Such dedication and promise has helped naked gain numerous recognitions and acknowledgments within and outside the industry.

Results:

- The 60-acre naked Stables resort is the first resort of its size in Asia to achieve platinum certification in the US Green Building Council's (USGBC) Leadership in Energy and Environmental Design programme;
- Over 30% of the produce served in naked Stables' restaurant is organically sourced from the property's own gardens.

Key takeaways:

- Today, naked Stables is now a very well-known boutique hotel resort in China where guests can readily gain the feeling of being part of the wider local community on many different levels during their stay.



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