

Foshan China

February 2016



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Strategic Advice for Foshan with a Focus on the
Chancheng District, the Center of Lingnan Culture

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About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 38,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: Shui On Land

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Background and the Panel's Assignment

THE CITY OF FOSHAN lies at the heart of one of China's most fertile deltas, across the Pearl River from the Guangdong provincial capital of Guangzhou. One of 16 reform-pioneering super cities, it has a long history of international trade, household appliance and ceramics production, and martial arts. Since the 17th century, Foshan has been a trading center. As such, it is the ancestral home of many leading business figures in nearby Hong Kong and Macau. It was also the birthplace of Yip Man, the *shifu* (teacher) of martial artist Bruce Lee. Today, Foshan is a powerhouse, with some 7.4 million permanent residents and a gross domestic product (GDP) of more than US\$120 billion. The city is an exemplar of both the achievements and challenges common to China's emerging metropolises.

Among the factors in Foshan's success have been its geographic proximity and ties of kinship to the special administrative regions of Hong Kong and Macau. The location was a significant advantage at the outset of China's reform era.



Study Area and the Panel's Assignment

The focus of this panel was the Chancheng District and Shui On Land's Lingnan Tiandi development. However, the context included the larger boundaries of the city, the impact of the historical manufacturing and design industries on spatial development, and the future economic development opportunities for Foshan.

The panel was specifically asked to provide strategic advice on what actions the public and private sector should take to develop an innovative economy in Foshan and to create a vibrant urban core.





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Foshan is a city of 7.4 million permanent residents and has a gross domestic product of over US\$120 billion.

The Panel's Primary Recommendations

- The city must provide a strong investment in educational opportunities from kindergarten through university.
 - The city and private development community should collaborate to create an urban university campus in Chancheng.
 - The city and private development community should recruit a world-class university to Chancheng.
 - The city and private development community should establish a Center for Entrepreneurship in Chancheng.
 - The city and property owners should rethink the current mix of approved uses in and around the Lingnan Tiandi development to better integrate the live/work/play concept.
- Foshan, in general, and the Chancheng District, in particular, should focus efforts to cultivate and nurture authenticity. Further, it should improve brand clarity to take advantage of the city's status as the center of Lingnan culture.
 - The city should connect major regional city centers with high-speed or express rail or bus transportation services.
 - The city should continue the strong support of employment growth in the outer districts in accordance with city and provincial plans.

The remainder of this report expounds on those basic recommendations.

Challenges Facing Chinese Cities

CITIES IN THE CHINESE MAINLAND are now facing many of the challenges that cities in other developed countries had to deal with in the past several decades:

- Decline of the manufacturing industry and rising labor costs that lead to a high unemployment rate and urban decay
- Degradation of the environment
- Urban sprawl that puts tremendous pressure on the resources of cities to provide infrastructure such as transportation and other basic services

Some Rust Belt cities in the United States such as Pittsburgh, Pennsylvania, have successfully transformed their economies. They have moved from an economy based on traditional manufacturing to a more diversified economy that includes value-added elements of the traditional industries and new knowledge-based industries. The experiences of those cities provide valuable and practical insights to Foshan and other cities in China about how to become competitive in the increasingly global and knowledge-based economy and how to become desirable places for people to live.

Foshan's Unique Challenges and Opportunities

Foshan's strengths will be useful to leverage in its transformation. The panel has identified the following key strengths of Foshan that have positioned the city well in its economic development in the past decades:

- Proximity and business and family ties to the major cities in the Pearl River Delta, including Hong Kong, Guangzhou, and Shenzhen

- Entrepreneurial spirit of the local population and trading culture
- Availability of low-cost labor from both Guangdong and other provinces
- Close collaboration between the public and private sectors. The government adopted well-considered and innovative policies in a timely manner to support economic development that was led mostly by private businesses.

Those strengths have combined to make Foshan a major manufacturing center, not only in Guangdong, but also in China. In fact, it is one of the wealthiest cities in China. Foshan's GDP has grown at a rate of 17 percent a year for 35 years, and its per capita GDP is higher than even that of Beijing and Shanghai. Also, the city is the home of globally competitive manufacturers such as Media Group and Galanz.

However, in recent years Foshan's traditional manufacturing industries such as ceramics and furniture manufacturing have faced steep competition from other parts of the country and neighboring countries in Southeast Asia that have cheaper labor. Also, factories in those traditional industries have severely polluted the environment. Furthermore, the districts that were built to support new industries have required significant investments but have attracted relatively low use to the completed buildings.

To overcome its challenges, Foshan will need to consider the following actions to address existing advantages and deficiencies:

- *Leverage its historical and cultural relics.* The urban core known as Chancheng District has many historic sites, desirable urban fabric, and natural features such as parks and the river that can help transform the area into a major tourist attraction. Tourism can become a major



The master plan for Lingnan Tiandi re-creates the historical street pattern of Foshan's center city.

pillar for Foshan's economy. The city made progress by adopting a policy to preserve historic buildings and neighborhoods. The preservation of Zumiao and historic buildings in the Lingnan Tiandi has contributed to creating a foundation for potentially important culture-based tourism for the city.

- *Regenerate the urban core.* At the same time, the city will need to deal with many buildings constructed in the past few decades that are poorly maintained and no longer satisfy the needs of the city's growing middle-class families and young professionals. The remaining duration of the land use rights period for such buildings is limited, thus property owners find that spending money to maintain the buildings is uneconomical. However, the city government can take the opportunity to propose or potentially experiment with an innovative solution to this issue, which is also beginning to affect other cities in mainland China.
- *Improve overall education standards from kindergarten through university as well as continuing education to attract talent.* Second-tier cities in China with strong educational institutes, such as Wuhan, Hangzhou, Xi'an, and Nanjing, have greatly advanced their economies by leveraging their local talent pools. Foshan suffers from a low college graduation rate and lacks a good university that can supply talent for local high-tech and knowledge-based companies. Poor primary and secondary

education systems could make Foshan an unattractive place for middle-class families to raise children, thus leading to a loss of well-to-do families and professionals and further economic decline. For some residents, vocational schools could produce well-trained technicians who are needed in high-value-added manufacturing.

- *Establish a long-term vision for improving quality of life and take the necessary actions.* The panel notes that the city's positioning is primarily and even exclusively based on economic development. The panel recommends that the city adopt a vision that shows its commitment to improve the quality of life, a commitment that will be a critical contributing factor for future economic development. Increasingly, young people and professionals are attracted to places with high-quality living environments that provide not only job opportunities but also vibrant urban entertainment, sporting activities, and convenience to transportation, shopping, and learning options. Cities with reputations for a polluted environment and low livability are not competitive in attracting or retaining companies because executives and professionals increasingly base their employment decisions on factors related to quality of life. (Consider the vision of Vancouver, Canada, to become the greenest city in the world by 2020.)
- *Support the trading industry.* While the Nanhai and Shunde districts each have a clear industry focus centered on product and service types (automobile and financial services for Nanhai and robotics, furniture, ceramics, and home appliances for Shunde), Chancheng appears to lack a clear focus. Yet, 20 percent of the city's population lives in Chancheng and the district is centrally located, thus it is a natural place for convening meetings for businesses and organizations. The improving transportation connectivity to other parts of Foshan, the Greater Guangzhou, and the Pearl River Delta and the improving cultural offerings will make the area a desirable place for business-related events.
- *Provide greater flexibility in land use that allows for a live/work/play environment and adapts to chang-*



The Thousand Lantern Park in Nanhai (left) and Furniture Market in Shunde (above) are just two examples of how Foshan has supported diverse and vibrant private sector-oriented development. These two projects, located in Foshan's outer districts, need to be complemented with a new effort for the central Chancheng District.

ing needs. The rise of the Internet and fast-changing work and living habits have a strong impact on where people shop, work, and live. Moreover, these changes fundamentally affect the requirements for different types of real estate property. Over the past decade, the per capita office space in the United States has declined about 40 percent, and the panel anticipates a further 50 percent decline. E-commerce has fundamentally changed the retail property industry and has significantly reduced the requirement for physical shopping centers. Unlike older generations, young professionals are less interested in owning cars, preferring instead to walk, ride bicycles, or take public transportation to work. The current land use rules in China do not provide flexibility for local governments and landowners to adapt to the changing environment, thus leading to over-supply or under-supply of certain asset types.

- *Enhance collaboration between the districts and the public and private sectors.* The past successes of Foshan had a lot to do with providing autonomy to local districts that made practical and timely decisions. More recently, Foshan's population has grown and the urbanized areas of different districts have started to merge. Those changes require increased collaboration among the districts in making key decisions regarding

transportation infrastructure and other capital investments to further leverage the different strengths of the districts and to avoid duplication. In addition, the city should further strengthen its collaboration with the business community and its citizen groups to leverage their experiences and knowledge to deal with existing and future challenges.

The Battle over Talent

The issues are not unique to Foshan but are faced by other cities in China and around the world. In the knowledge economy, the key battle is the fight for talent. The countries, cities, and organizations that provide the conditions to attract great talent will be the winners in the 21st century.

Historically, particularly in manufacturing, people moved and followed employment. In the knowledge economy, that economy will follow great talent. Thus in positioning Foshan and establishing the Foshan brand, Foshan needs to focus on the conditions that create a vibrant, livable city while leveraging its historical competitive advantages. Foshan, especially its historic city center, must be a location where young talented workers want to live and work.

Use of Tourism, Education, and Entrepreneurship to Enhance the Brand

FOSHAN WAS ONE OF CHINA'S four gatherings or gateways to the rest of the world in the Ming and Qing dynasties. (The others were Beijing, Suzhou, and Hankou.) It was a center for trade that linked southern China to Hong Kong, Macau, Southeast Asia, and the rest of the world.

Foshan is at the core of the Pearl River Delta, and for centuries it was the center for trading. There is an inherent entrepreneurial spirit in Foshan. Today, it is one of the 16 pioneering cities in China, and it leads in economic indicators such as GDP and GDP per capita. Of its businesses, 70 percent are private enterprises, thus more capable of moving with the times.

Foshan is the cradle of Lingnan culture and ancestral home of many business leaders in Hong Kong. Traditionally, it is the center of martial arts and Cantonese opera and cuisine. Traditional Chinese herbal medicine is also closely linked with the Lingnan culture. Foshan has gained economically as a trading hub for ceramics, textiles, and furniture. The strong authenticity in Foshan can differentiate it from other Chinese cities.

Despite this rich heritage and its population of 7.3 million, Foshan is one of the least well-known great cities in China. Foshan needs to reestablish its stature as an important center of the Pearl River Delta and of the economy of Southeast China. The panel believes that against this historical and cultural backdrop, improvements to the brand will help the city attract and retain talent.

Traditionally, Foshan has been an economic leader and has prospered as a trading hub for ceramics, textiles, and furniture. More recent initiatives include the Sino-German Industrial Services Zone in Shunde, which is focused on robotics. A similar initiative regarding tourism and culture should be explored.

Enhancing the Brand through Tourism

Foshan has the ingredients for becoming a city that is desirable as a place to live and a place to visit. The panel recommends working toward a collective vision both in built form and through curated events. For Foshan, a central tenet of branding is creating an environment that accurately represents the Lingnan culture.

Underpinning the brand vision is action that works toward reinforcing the authenticity of the deep history and trading culture of Foshan as the cradle of Lingnan culture. The brand needs to support the existing manufacturing base and thus transition to smart manufacturing in line with the Foshan government's vision. It also needs to create the conditions required to attract people and talent for the new-economy jobs that are based on technology and innovation.

The panel believes that Foshan's brand is being diluted by actions that have moved key elements to outer suburbs. Such actions contradict the panel's belief that raising Foshan's image for international tourism is important. The savvy international traveler has been inundated with options and choices made available through new media outlets (that is, Internet sources), easing of restrictions on travel, increasing wealth, and additional leisure time. Successful tourist destinations have certain aspects that set them apart from their less successful counterparts.



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Lesson for Foshan from Austin, Texas

South by Southwest (SXSW) is an annual set of film, interactive media, and music festivals and conferences that take place in mid-March in Austin, Texas, United States. It has continued to grow in both scope and size every year since it started in 1987.



SXSW LLC

Foshan does not appear to have the brand clarity to allow it to distinguish itself from similar locations in Guangzhou. In the world of commercial product marketing, a muddled brand is deadly, and it is a clarion call to action. The panel recommends that Foshan rise to the challenge of improving its brand clarity. Such action could be a way to jump-start interest in the Lingnan culture and designate Foshan as the heart of that culture for the international visitor.

A key aspect of attracting great talent is providing a vibrant, connected cultural environment for the city's residents. Foshan can leverage existing features such as the Cantonese opera, martial arts heritage, dragon boat and lion dance academies, and centers for cuisine and herbal medicine. Each of these areas needs to be expanded to not only cater to an existing population but also to become a key attraction for visitation and enjoyment of the city. In addition, efforts could enhance recognition of especially skillful ceramics and furniture production.

Aside from using existing venues, panel members suggest establishing a series of informal venues that do not require hard infrastructure. Curate a stage for key events and festivals. For example, the Moonlight Cinema in January in Sydney, Australia, is a completely demountable venue that showcases old and new films, with the background of the Sydney Opera House, bridge, and skyline of the city. Vivid Sydney, a light, music, and innovation festival, is held in May. The historic buildings can be leveraged with good lighting and events on the streets and in public spaces.

Enhancing the Brand through Education

The jobs of the future require laser focus on cradle-to-grave education, from kindergarten, primary school, high school, technical school, universities, and continuous learning.

Focus on Education

Foshan has one of the lowest university graduation rates in China. Although the University of Foshan needs to be upgraded, the panel likes its current in-city location and recommends reinforcing the urban campus and the integration of the student population into the wider community. Universities can be developed for continuing education and short courses and for postgraduate studies.

Integral to attracting and retaining great talent is a strong, vibrant world-class university. In the United States, for example, many universities from Stanford University in Palo Alto, California, to Duke University in Raleigh, North Carolina, have attracted great talent to their hometowns and then drawn companies that are seeking a strong capable base of university graduates.

Lifting restrictions on the education of migrant residents could be enormously beneficial to Foshan, where about half of the population is migrants. In relation to this, the panel recommends creating a center for entrepreneurship and adopting a program for qualified migrant students.

Create an Urban University Campus

At the heart of transforming the Foshan city center into a thriving and lively urban center is the concept of an urban campus. The current tertiary educational opportunities in Foshan are limited. Therefore, the panel recommends the establishment of an urban university campus in Chancheng. The urban campus would provide primarily instruction space and limited dormitory space for 200 to 300 students.

The mission of Foshan Urban Campus would be to enhance the image of Foshan as a global destination for higher education and to build upon the strength of its member institutions as Foshan's economic and social drivers. The urban campus would seek to position Foshan, and in turn its member institutions, as the go-to place for

- Students seeking to experience a city as campus—from internship opportunities to incredible cultural offerings—with post-graduation career and lifestyle opportunities;
- Faculty seeking innovative research and teaching opportunities; and
- Businesses seeking talent.

The panel envisions the management of the urban campus as a joint venture between the city of Foshan and nearby universities in Guangzhou and partnerships with highly rated international universities.

A critically important component to the venture is upgrading Foshan's educational system. Kindergarten through 12th grade education needs to be a primary focus, and the urban campus can act as a catalyst for improvements to this system. All around the world, post-secondary educational entities act as hosts to local primary and secondary schools systems, sometimes going as far as operating magnet schools on or near their campuses.

Enhancing the Brand through Entrepreneurship

The panel further recommends the establishment of a Center for Entrepreneurial Studies in Chancheng. This

center would address the need for greater understanding of issues facing entrepreneurs and the entrepreneurial community, specifically as they relate to the existing and emerging industries in Foshan.

The center would be both a physical location and a programmatic undertaking designed to help demystify entrepreneurship and cultivate an understanding of the issues facing entrepreneurs and growing companies. The center would enable students to learn the hands-on skills and teamwork necessary to go from creating a prototype and developing a business plan to ultimately launching a commercially viable product and business. Students would learn by doing—and would build analytical and leadership skills so that they become ready for success in existing companies and new ventures alike.

Components of the center would include the following:

- A faculty made up of local, national, and international experts. The center would hire individuals who have started their own businesses and could advise the student body through lectures, mentoring, and internships.
- A student venture fund (SVE). The center would provide seed money for students to create their own ventures while they earn their undergraduate or graduate degrees.
- An advisory board. Entrepreneurs and International experts would offer advice and guidance to students, faculty, and staff on curriculum.
- Staff. A full-time executive director and administrative staff would organize the programs.
- Student competitions. Students would regularly compete in small-business initiatives and competitions to refine and hone skills.

The panel envisions that the leadership for the center would come from a coalition of business entities with strong support from the local government.

Planning and Design

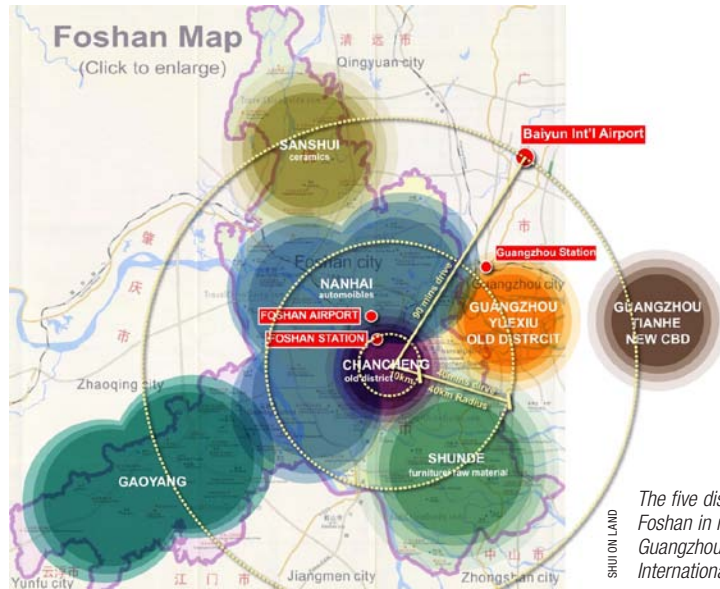
FOSHAN ALSO NEEDS A CULTURALLY interesting and creative built environment. Efforts to help create and sustain such an ecosystem will facilitate the kind of innovation and new thinking that China broadly, and Foshan in particular, is targeting in the next phase of development. Such an ecosystem would combine the ingredients to attract and retain the very best talent that China has to offer.

The panel recognizes that Foshan is a modern city that includes more than 7 million people—and is perhaps the least well-known big city in China. It also understands that Foshan is acknowledged as the cradle of the Lingnan culture that dates back more than 1,000 years and that it is one of only four or five ancient cities in China. Those two statements can be seen to be contradictory. The story of that wonderful place and what it has to offer society at many levels has been overlooked and undervalued. Revealing and showcasing the special DNA of Foshan is critical, and the panel offers suggestions on how to create an authentic place that resonates with visitors and the local community.

Combining the five districts (Sanshui, Gaoming, Nanhai, Shunde, and Chancheng) into one city created a large geographic region with subsets of varying interests, often with competing agendas for resources and economic activity. However, the core of the new and expanded city is, and always has been, the Chancheng District. The identity of all five districts as one city rests on how well the core is expressed, understood, and cherished as the center of Lingnan culture.

The Older Core of Foshan and Its Historical Settlement Patterns

Within the Chancheng District lie the historical settlement patterns of the region. Indeed, those patterns are



The five districts of Foshan in relation to Guangzhou and Baiyun International Airport.

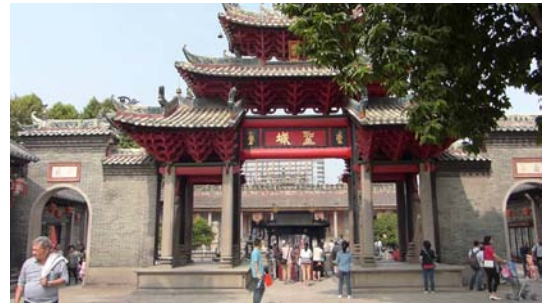
Chancheng and Lingnan Tiandi are loosely tied to the great open spaces and parks of the city. These links can be strengthened and enhanced with urban design strategies that focus on key community nodes such as temples, historic shops, archaeological artifacts, and gathering spaces.



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still evident today among the narrow streets and intimate spaces found between Lingnan Tiandi and the river to the north. The street patterns are organic and follow old drainage lines and topographic features, thereby avoiding strict compass directions and varying in block depths and parcel sizes. The area is generally walkable, human-scaled, and environmentally oriented, and it is based on relationships that allowed for community gathering places, places to live, places to trade, and places to relax. That intimacy of building to street use has been lost in the newer towns, where the public realm is contrived, less spontaneous, and out of scale with the surrounding uses.

However, even within the older core of the Chancheng District, the connections to key public places and community amenities have been disrupted by larger monolithic uses developed over the last 30 years. The walk from Lingnan Tiandi north to the river and the community public park spaces should take only 20 minutes. Pedestrians and cyclists wishing to make that journey can be discouraged by the lack of safe street crossings, the lack of orientation caused by large concrete buildings that block views, and the lack of proper wayfinding signage. The panel believes the larger contextual area beyond the Ancestral Temple and Lingnan Tiandi needs to be examined to reveal the cultural and historical walking routes that connected key public spaces.



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Lingnan Tiandi has developed with most of the elements of an appropriate live/work/play experience. Enhancing this development with both educational opportunities and more affordable housing will do much to attract and retain talent for the entire city.

A Redefined Public Realm for the Core of Foshan

The restoration and unveiling of the Lingnan Tiandi project exposed a public realm that is very walkable and pleasant for experiencing the life of the older city. The panel recommends creating an open space system between Lingnan Tiandi and the river that mimics the historical patterns and is well landscaped in keeping with the larger green footprint found within Foshan City in general. This ribbon walkway should meander between existing open spaces and should introduce new ones to key community nodes (spaces that contain temples, historic shops, archaeological artifacts, and so on). Further, the walkway should highlight views of older building facades and capture the imagination of this ancient city. Many cities have historical walking tours that are widely celebrated and become a way to promote tourism, to share the values of historic preservation, and to instill pride in residents about their

OLD CITY FABRIC

NEW CITY FABRIC



GOOGLE EARTH

Contrasting aerial views show the old and new city fabric. Superblocks in Chancheng that have arisen over the past 30 years should be redesigned and modified to more appropriately represent the old city fabric. To their credit, Lingnan Tiandi and other recent developments have incorporated this old city framework into their site designs.

The Transformation of Manufacturing Cities

Manufacturing cities that were able to make the transition successfully from industrial towns did so because they addressed issues of livability, quality of life, balance between the natural and built environments, and unique sense of place. Some successful examples include these:

- Pittsburgh, Pennsylvania, United States: from steel manufacturing to arts and culture and health care (see appendix A).
- Birmingham, Alabama, United States: from car manufacturing to education and real estate.



Pittsburgh, Pennsylvania

- Kitakyushu, Japan: from steel manufacturing, as the production center of Nippon Steel, to software and robotics.
- Dortmund, Germany: from steel manufacturing to a research center.

In contrast, those that did not make the transition gracefully include Detroit, Michigan, United States. Detroit failed to reinvest in the infrastructure of the inner city and failed to move from a manufacturing economy to a knowledge-based and service-based economy. These missteps were compounded by the community's inability to attract a new workforce and affordable housing to downtown, and by the persistence of crime.



Birmingham, Alabama



Kitakyushu, Japan



Dortmund, Germany

neighborhoods. Singapore provides walking tours of some of the older neighborhoods in the Arab and Chinatown districts that attract hundreds of visitors, who then spend their dollars in local shops.

A Vibrant Mix of Land Uses in the Old City

The panel is impressed with the success of the Lingnan Tiandi project and its active use both during the day

and into the evening. A robust mix of retail and food and beverage offerings sets the standard for modern urban life within a rich historical context. The panel applauds the vision of the city of Foshan to bring life back to a neglected and important part of the city and region.

Nevertheless, the panel would like to see the expansion of the types of uses offered within the core. The area should include more community-serving uses to make Lingnan Tiandi and other proposed projects function as



SHUI OHLAND/SOM

The latter phases of the plan for Lingnan Tiandi call for the development of a significant amount of high-rise office space. Consideration should be given to adapting some of these high-rise spaces for SOHO (small office, home office) units and uses that would attract more of the young creative class.

urban villages or neighborhoods that are both a destination for visitors and a source of goods and services for residents. For instance, adding grocery stores, medical clinics, day care, laundry, and similar uses provides the range of services needed to sustain an authentic place for people of varying incomes to live. Some of these uses can be included in second-story formats, leaving business that produce higher incomes at the street level.

The panel also believes that encouraging more residents to live in the core area is necessary to support the amount of retail and food and beverage establishments that have recently been brought online within the Lingnan Tiandi project and that are proposed within other developments. Some of the newer recently constructed residential units are large in size and limited to higher-income buyers and investors who may not populate the area on a daily basis. The panel suggests adding several thousand new units in sizes ranging from studio and one-bedroom units to SOHO (small office, home office) units to offer creative class workers the opportunity to live in the older core and conduct new entrepreneurial businesses within a dynamic environment. Those new units could be in tower formats as well as in lower-rise configurations.

The panel recommends that additional uses be considered for both the Lingnan Tiandi project and within the older core of the Chancheng District that would include cultural amenities focused on tourism, rebuilding and rebrand-

ing the “cultural city,” and supporting Lingnan culture in general. Those uses could include a new urban university focused on the arts and design, a high school with a similar focus or related to the performing arts, a tech workshop space that is open source and allows for designers to mock up and innovate products, and the proposed Center for Entrepreneurial Studies.

Urban university campuses in the United States can be found in all the major cities (for example, New York University, University of Southern California and University of California—Los Angeles in Los Angeles, and University of California—Berkeley near San Francisco). Those institutions not only educate the region’s workforce, but also contribute millions of dollars to the local economy in direct and indirect spending.

The type and amount of new cultural and business-focused education opportunities are not limited to the suggestions made by the panel. The panel recommends that Foshan and its development partners collaborate on whatever is feasible and economically justifiable.

In the panel’s opinion, one of the great challenges facing Foshan, and specifically Chancheng, is the integration of the live/work/play maxim that has been at the forefront of urban regeneration in the West. The Lingnan Tiandi has all of the elements of this axiom, but only the “play” portion of the development seems to have been addressed so far. The need to have more people living and working in central Chancheng has to be the primary focus for city officials and the developer. From the panel’s perspective, the “live” portion of the equation has been hampered by the extremely high cost of new living space and the lack of units available in the older portions of the city that could accommodate young workers.

The panel recommends that consideration be given to providing more affordable workforce housing for younger workers. The panel suggests, for example, converting some of the proposed office units (there are millions of square feet of office space proposed in the master plan for Lingnan Tiandi) into live/work units that enable a different class of tenants to occupy space in the city center.



LIU PANEL

The city of Foshan already has many examples of the elements that create a walkable, livable environment.

Lessons from 18-Hour Cities

The panel believes that the strategies and actions necessary to enhance Foshan as a world-class cultural city are obtainable. Other cities around the globe have rebranded themselves to become best-in-class destinations and have attracted economic prosperity as a result. Cities such as Hangzhou, Suzhou, and Qingdao in China have leveraged public investments to attract the creative class and retain top talent. Other cities such as Georgetown in Penang, Malaysia, have garnered World Heritage status from the United Nations Educational, Scientific, and Cultural Organization (UNESCO) through aggressive preservation and careful modification of historical assets. Austin, Texas, in the United States captured key tech companies by focusing on what younger generation workers find compelling: music, nightlife, living choices, and opportunities to engage each other within a university community setting. Many more examples share the common denominator of authenticity—that is, understanding and leveraging the history, people, and traditions of that particular place.

Interest and Investment through Soft Programming

The success of Lingnan Tiandi and other places within the older core will require more than just bricks and mortar. Many urban places around the world employ the use of soft programming to create a buzz of activity that sustains itself year round.

The panel recommends that the city of Foshan, the Lingnan Tiandi management, and other development entities collaborate on a schedule of events that is widely disseminated both locally and internationally. The types of events can range from the simple to the more comprehensive, with some spanning hours and others weeks. For instance, the schedule may include Cantonese operas that occur on informal stages for several hours, one-day lion dance rituals that occur on special holidays, and film festivals that highlight the martial arts and run consecutively over multiple days.

An essential element is highlighting Lingnan culture, including programs that display and celebrate the established handicrafts of ceramic and furniture making, Cantonese arts and cooking, and traditional Chinese herbal medicines. All of these community and citywide events would help build the brand of Foshan as one of the world's great civilizations with a treasure of rich traditions to explore.

Transportation Infrastructure

FOSHAN HAS DEVELOPED PRIMARILY as a manufacturing center. Indeed, manufacturing industries greatly contributed to the city's economic development and creation of wealth for its citizens in the past several decades. However, the overdependence on manufacturing needs to change. The automation of manufacturing, the increasing emphasis on quality over quantity, and the emergence of robotics to perform manual labor require the city to adapt, not to resist. Those new trends will have a significant impact on city planning as well.

Until now, the urban planning management paradigm has focused primarily on economic development, but now it needs to change to one that emphasizes improving the quality of life. Rather than focusing on attracting manufacturers and other companies to invest in the city, the city needs to focus more on attracting creative and innovative professionals, particularly young talents. When talented people come, the industry becomes more creative and innovative. To attract talented people, the city needs to improve its living environment. Improvements are needed in areas such as education, the natural environment, health care, opportunities to enjoy culture and recreation, and others.

In light of its spectacular urbanization, Foshan has done more than other Chinese cities have to preserve its heritage through conserving historical buildings and neighborhoods. For example, the Lingnan Tiandi is a successful case of preserving important historical buildings and atmosphere and promoting the city's ancient culture. But the city needs to be more careful about further expanding urban areas beyond the already urbanized areas. Over time, the public will demand larger green and public open space. If Foshan can provide such space, it will further enhance the value of the city.

The city first needs to focus more on optimizing already developed urban areas. It needs to be more cautious about developing agricultural land and forests. Further expanding urban areas will reduce the vibrancy of the already urban space. There appears to be enough room to further increase density of the urbanized areas. In particular, as subway lines are developed, increased density must be permitted for immediate areas (about 900 feet of radius) surrounding stations. Subway stations should serve as focal centers for community activities and as public transportation hubs. Also, the city needs to be prepared to re-purpose or regenerate industrial properties as the industry evolves. In the future, some facilities may close or reduce physical space, and the unused space can be converted to nonpolluting industrial use, office or residential space, cultural amenities, or green space.

Transportation infrastructure is a basic requirement for urban development and growth. The existing road infrastructure has supported the economic growth primarily dependent on manufacturing. The existing trunk road network is reasonably well developed and sufficient for supporting industrial logistics. Now the city needs to provide a high-quality public transportation network. Connections between trunk roads need improvements to provide for smooth traffic flow, and the feeder road network needs additional feeder roads.

Management of the roads should be improved through the use of the latest information technologies, including signal systems. Implementation of such technologies would serve as a catalyst to initiate smart city-related equipment and services purchased from local businesses that have already started making investments in this field.

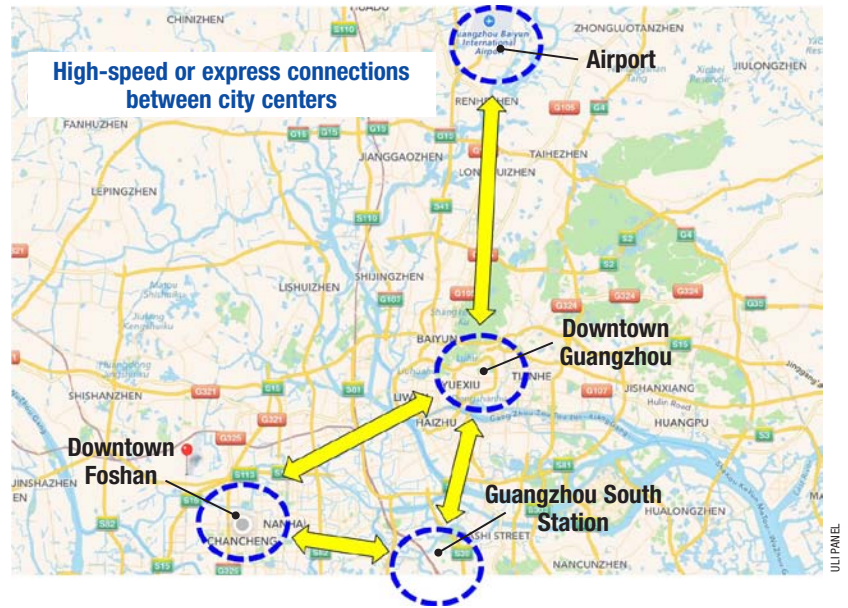
Public transportation for large cities such as Foshan should be based on rail systems. Railways (including subways)

are environment friendly and would contribute to making Foshan an ecological city. A bus network should take care of local and short trips and feed into the railway. The panel recommends that the city strive to increase public transportation's share of all trips to 40 percent within ten years. The city's planned subway extension program is an aggressive one. Already, 60 stations are under construction, and 90 additional stations are planned. This will significantly alter the shape of the city and the flow of people. The panel has several recommendations on how to improve on the existing plan.

Foshan and Guangzhou areas cover a very large territory. As a result, a different approach is needed than that of denser cities such as Hong Kong; Seoul, South Korea; and Tokyo, Japan. Travel time could become excessive using the traditional speed of subways, and riders would reject the subway in favor of private cars.

Therefore, the speed of subways and railways needs to be increased. The city could offer express lines using the planned subway lines and add additional detour tracks around a limited number of stations. (Consider, for example, Subway Line 9 in Seoul that connects Gangnam to Gimpo International Airport.) Those measures would reduce travel time by more than 30 percent.

Also, the planned subway network links most lines to the terminal stations of the existing subway lines of the Guangzhou subway network. Such subway lines will not help commuters traveling between Guangzhou and Foshan because of the excessive travel time. (From Foshan Chancheng to Guangzhou Station takes about 80 minutes.) The city should consider developing an express line between the city centers of Foshan and Guangzhou. Destinations might include Guangzhou Station, Guangzhou South Station, and Baiyun Airport. If the commute between Foshan and Guangzhou city centers could be reduced to 30 minutes or less, then the improvement would have a tremendous impact on the commuters.



In addition, the city should consider developing a bus rapid transit (BRT) network. Many cities that have used BRTs for public transportation have yielded high investment returns.

In developing the subway extension plan, the city also needs to consider rearranging bus routes and taking other measures to adjust public transportation. When new subway lines open, necessary changes to feeder transportation networks will need to be implemented in a timely manner.

Moreover, improving the ease of walking and biking on city roads could also improve neighborhood traffic. The panel recommends that the city make the roads more walkable and friendly for bike riders.

A strategic effort to connect major regional city centers with high-speed or express transportation should be a high priority for the city.

Conclusion

THE FORCES OF CHANGE challenge all city leaders to think differently about their city's place in the world. Globalization, environmental challenges, demographics, and technology are changing the rules—and cities cannot ignore their impact. Globalization affects where all products are made; environmental challenges both from climate change and pollution affect the livability of places; demographics affect the choices made by the young, the old, and migrants; and technology affects everything from how people buy goods and services to how they communicate and where they live. All of those factors are having a profound impact on cities.

Cities that are shaping a place for themselves in the 21st century are reimagining the rules. Their leaders have an appetite for risk, a vision for their city, and an ability to form effective partnerships with private leaders and universities to position their cities to compete.

As the panel has attempted to demonstrate throughout this report, talent is the most important competitive advantage a city can have. Cities need to grow the talent by creating a high-quality educational system and by building a vibrant city that offers diverse job opportunities and a high quality of life. Good cultural opportunities, a healthy community, and housing offered at a reasonable cost are some of the elements that attract talent.

Foshan has not been exempt from the forces of change. How its leadership responds to the changes will determine whether Foshan continues to be a successful community

or whether it slowly declines. After its review and research, the panel believes that Foshan has the foundation to be not just a successful 21st-century city, but also a model for many other Chinese cities facing the same challenges. Foshan has the foundation in its history of culture, its entrepreneurship, and its partnerships to shape a successful future. The redevelopment of the historic structures at the core of Foshan builds on authenticity and creates a vibrant place night and day. An informal Foshan entrepreneurship association meets regularly.

The panel believes that Foshan can successfully brand itself by focusing on four pillars:

- A commitment to entrepreneurship
- A commitment to establishing itself as a robust cultural venue
- A commitment to a livable, green, and healthy community
- A commitment to grow talent through a strong investment in educational opportunities from kindergarten through university.

Also, unlike many cities globally, Foshan continues to have a rich architectural heritage on which to build a unique, authentic place connected by a vibrant public realm of parks and paths. This report details how the existing developments and potential opportunities within the core can powerfully reinforce the Foshan brand. Every city is like a jigsaw puzzle with the pieces scattered on the table. It requires community will and leadership to put the pieces together to form a great city.



SHIJI ON LAND

Appendix A

Case Study: Pittsburgh, Pennsylvania, United States

THE WORLD IS CHANGING at a remarkable pace. It is a story that every city faces. The relentless forces of globalization, technology, demographics, and the environment affect every community.

In the mid-1980s, Pittsburgh, Pennsylvania, hit bottom with an unemployment rate approaching 20 percent and with 50,000 people a year leaving the region. Between 1970, when population peaked at 2.5 million, and 1990, more than 500,000 left the region. Pittsburgh became the second-oldest place in America as young people moved away because they could not see a future for themselves.

Pittsburgh had been the manufacturing center of America, with the majority of steel, glass, iron, and coal coming from the area. It was a major center of machinery manufacturing and engineering. Also it was one of the most environmentally degraded communities in the United States: the land, water, and air were badly polluted.

Pittsburgh's decline was unprecedented. The collapse of the steel and other industries left the region with thousands of acres of abandoned industrial sites, a workforce with little opportunity, and a very uncertain future.

Neither Foshan nor any other Chinese city is immune from these forces of change. Yet change is the hardest thing to do. Even in the depths of the decline in Pittsburgh, there was real resistance to changing any plans. Leaders had become comfortable with managing the status quo, which, in effect, was managing decline. Furthermore, change is more difficult when a community like Foshan is doing OK. It is clear that Foshan is facing some of the same pressures and erosion of traditional industries. Equally clear are the investments Foshan has been making recently to diversify its economy.

The first lesson for Pittsburgh was to be intentional—to imagine a different city from the one it was but to be realistic and build on its competitive advantages, to be authentic. Some of those competitive advantages were the same ones that originally shaped the manufacturing economy, but others were new. Using those competitive advantages, city leaders shaped a strategic vision that in a very intentional way imagined a new Pittsburgh.

For example, the rivers had been polluted and used primarily for industrial transportation, and investors turned their backs to them in the construction of buildings along



the riverfront. Now the rivers are seen as the city's front door, and the city has built miles of continuous parks along the waterfronts and seen billions of dollars in new investments on those former industrial sites.

The city's universities also are looked at differently. Once they were seen primarily as places to educate students. Now they are seen as the economic engines driving innovation and commercialization of research.

The second lesson is that leadership is essential. Every city is like a jigsaw puzzle with pieces scattered on the table. Great cities happen because individual developments are seen not as isolated transactions but as part of a larger view of the city. It requires sustained leadership to put the pieces together. Pittsburgh's leaders imagined a clean city, a city where a new generation of employment would attract young people, and a city filled with culture and the arts. The change required difficult decisions and significant public investments. It required an appetite for risk that is often difficult for public officials to embrace.

The third lesson is the importance of partnerships. The leadership of the universities, businesses, and government saw one another as partners, not adversaries. Each group provided leadership in the broader vision of the city through their individual commitments to building a great city.

Fast forward from Pittsburgh's Depression-era decline to today: Pittsburgh is ranked by the *Economist*, *Forbes*, and other publications regularly as one of the most livable cities in the United States. Its economy has diversified greatly, with Pittsburgh becoming more a tech city than a manufacturing one. Young people are flocking back to it.

Pittsburgh made a choice: challenge the status quo, challenge the residents to imagine that their home was just beginning to find a place for itself in the world. Foshan has made a great start. It needs to have the courage to continue.

Appendix B

Case Study: Express Subway Service in Seoul, South Korea

SEOUL, THE CAPITAL CITY OF SOUTH KOREA, has developed very rapidly during the past five decades. Population increased from 2.4 million in 1960 to 10.6 million in 1990. The number of vehicles was just 206,000 in 1980 but topped 2.4 million in 2000. The subway has emerged as the only solution for traffic congestion and for maintaining the function of the city.

Subway Line 1, which started construction in 1970 and opened in 1974, marked the beginning of the subway era. Since the completion of Line 1, the subway network has been growing continuously. Now Seoul boasts a subway network of 279 miles and daily ridership of over 8 million. The subway plays a significant role in easing surface traffic congestion. The subway's share of total transportation reaches 39 percent, and the combined share of public transportation, including bus, is over 66 percent.

The construction of the latest subway, Line 9, started in 2002. The new line is 24.5 miles long with 38 stations; the first stage of 15.8 miles was inaugurated in 2009. Special features of this line are the inclusion of private funds and the introduction of express trains. To relieve the public budget strain, the city government invited private funds to participate, creating a public/private partnership. The city government built civil infrastructure, then the private sector undertook construction of the superstructure. The government expected to attract private investment for up to 20 percent of the total project cost, but the actual figure reached 15.8 percent. Nonetheless, Line 9 is the first urban railway project in South Korea that successfully attracted private funds.

Another feature of Line 9 is the introduction of express trains. Express trains usually run on exclusive tracks, as they do in the New York City subway. Exclusive tracks are ideal but costly.

Instead, in Seoul additional main tracks at several stations were considered for Line 9. It was an innovative idea to introduce express trains in an urban railway system, where stations are underground at relatively short distances apart and at frequent train intervals. Auxiliary tracks were laid at eight stations (including two terminal stations), where the express overtakes normal trains. Two types of auxiliary track layouts were considered. At island platform-type stations, express and local trains can stop. Express trains pass the side platform-type stations while local trains stop and wait. Normal trains stop at all 25 stations, while express trains stop at only nine stations, mostly the transfer stations.

Average commercial speed was estimated at 21 miles per hour when only normal trains run. Simulation tests were carried out under the conditions that express and local trains run one-to-one at intervals of six minutes. The speed of the express service reached 28.3 mph, while that of the normal service fell to 19.0 mph. The express service reduces travel time by almost 40 percent and attracts more passengers.



About the Panel

Tom Murphy

Panel Chair

Washington, D.C., United States

Murphy is a senior resident fellow, ULI Canizaro/Klingbeil Families Chair for Urban Development. Murphy, former mayor of Pittsburgh, has extensive experience in urban revitalization. His experience in what drives investment and in what ensures long-lasting commitment is a key addition to the senior resident fellows' areas of expertise.

Before his appointment as senior resident fellow, Murphy had served as ULI's Gulf Coast liaison. In that position, he helped coordinate with the leadership of New Orleans and the public to advance the implementation of rebuilding recommendations made by ULI's Advisory Services panel convened after Hurricane Katrina. In addition, he worked with the Louisiana state leadership and with leadership in hurricane-affected locations in Mississippi, Alabama, and Florida to identify areas appropriate for ULI involvement.

Before his ULI service, Murphy served three terms as the mayor of Pittsburgh, from January 1994 through December 2005. During that time, he initiated a public/private partnership strategy that leveraged more than \$4.5 billion in economic development in Pittsburgh. Murphy led efforts to secure and oversee \$1 billion in funding for the development of two professional sports facilities and a new convention center that is the largest certified green building in the United States. He developed strategic partnerships to transform more than 1,000 acres of blighted, abandoned industrial properties into new commercial, residential, retail, and public uses. Also, he oversaw the development of more than 25 miles of new riverfront trails and urban green space.

From 1979 through 1993, Murphy served eight terms in the Pennsylvania House of Representatives. He focused legislative activities on changing western Pennsylvania's economy from industrial to entrepreneurial and he authored legislation requiring the Commonwealth of Pennsylvania pension fund to invest in venture capital. In addition, he authored legislation to create the Ben Franklin Technology Partnership, which is dedicated to advancing Pennsylvania's focus on technology in the economy. Further, he authored legislation to encourage industrial land reuse and to transform abandoned rail rights-of-way into trails and green space.

Murphy served in the Peace Corps in Paraguay from 1970 through 1972. He is a 1993 graduate of the New Mayors Program offered by Harvard University's Kennedy School of Government. He holds a master's of science in urban studies from Hunter College and a BS in biology and chemistry from John Carroll University.

He is an honorary member of the American Society of Landscape Architects, a board member of the Pennsylvania League of Cities and Municipalities, and a board member of the National Rails to Trails Conservancy. He received the 2002 Outstanding Achievement of City Livability Award from the U.S. Conference of Mayors and was selected for the 2001 Pittsburgh Man of the Year Award by Vectors Pittsburgh.

Thomas Eitler

Washington, D.C., United States

Eitler is a senior vice president, Advisory Services, for ULI. Eitler is an urban planner and land use professional with more than 25 years of experience in comprehensive planning, revitalization, economic development, historic preservation, transportation systems, military installation

master planning, and sustainable design. He is an expert on zoning law, municipal codes, and urban design and government operations. He has prepared and conducted dozens of community engagement plans, charrettes, advisory groups, workshops, and panels. Eitler has authored numerous plans, studies, strategies, and reports on urban planning, design, land economics, public administration, and real estate development. He was the principal author of ULI's *Ten Principles for Building Healthy Places*. He has directed projects in both the public and private sector in a variety of locations throughout the United States, Europe, the Middle East, Africa, and Asia.

Before joining ULI, Eitler was a principal with Community Planning Associates LLC, a land planning consulting firm based in Washington, D.C., and director of operations for the Onyx Group, a planning and architecture firm with offices in Virginia, California, and Hawaii. Before joining the private sector, he was a principal planner with a number of local governments. As chief of long range planning for Prince William County, Virginia, he established the county's first urban growth boundary initiative, the traditional neighborhood design ordinance, and financial guidance for its impact fee system.

He has a master's degree in urban and environmental planning from the University of Virginia and three undergraduate degrees in urban studies, political science, and public administration. Eitler is a member of the American Institute of Certified Planners, the land economics society Lambda Alpha International, and the Dean's Advisory Board at the University of Virginia's School of Architecture.

Allen K. Folks

Sacramento, California, United States

Folks is a registered landscape architect and urban designer with experience in urban revitalization and community planning assignments. In 31 years of practice, he has been responsible for a variety of assignments, including the preparation of plans for new towns and existing communities, transit-oriented development areas,

reuse of military bases, design of corporate and civic campuses, and public open space planning. Allen regularly directs teams of engineers, environmental scientists, and economists to solve urban problems that have a creative vision and are economically feasible. Allen is a member of the American Planning Association and American Society of Landscape Architects. For ULI, he has served as the district council chair for Sacramento and as a member on several national product councils, including most recently the Transit-Oriented Development (TOD) Council. He is a graduate of Temple University and the University of Pennsylvania.

Folks recently led the AECOM Southeast Asia Business Line for Buildings and Places and was based in Singapore with management responsibility for over 110 staff members in Singapore, Jakarta, Kuala Lumpur, and Manila. He has returned to Sacramento, California, to lead the Northern California urban design practice.

Folks has been involved with the closure of numerous former military bases, including Naval Air Station Alameda, Mare Island Naval Shipyard, Castle Air Force Base, and McClellan Air Force Base, all in California. He has served as the principal-in-charge on several of those assignments, helping the local community develop reuse plans that are market flexible and supportive of the greater community vision. Allen has held multiple assignments at McClellan following the preparation of the reuse plan, helping the developers and local government create specific plans to generate additional employment opportunities and create different types of housing.

Allen has participated in ULI Advisory Services panels in Charlotte, North Carolina; Winston-Salem, North Carolina; Rochester, New York; Jersey City, New Jersey; Trenton, New Jersey; Gardena, California; Fresno, California; Vallejo, California; Mesa, Arizona; Suffolk, Virginia; and Manila, Philippines. On these panels, Folks worked to assist in solving downtown and neighborhood redevelopment issues.

Phil Kim

Sheung Wan, Hong Kong

Kim is a shareholder, co–chief executive officer and managing director Asia Pacific at the Jerde Partnership Inc. He has had continuous service with the company since 1988 in Los Angeles and Hong Kong. His work focuses on place-making concepts and execution of complex urban projects to help rejuvenate key Asia cities. Projects have been recognized with awards from MIPIM and MAPIC real estate competitions, International Council of Shopping Centers, and ULI.

He also advises cities and developers on innovations in mixed-use design, retail, urban revitalization, vertical cities, and building socially sustainable principles into emerging market Asia conditions. The U.S. Olympics Los Angeles, Langham Place Hong Kong, Roppongi Hills Tokyo, Queen's Wharf Brisbane, and the Quay Quarters Sydney precinct are some of the past and present notable projects.

His work at the Jerde Partnership focuses on place-making principles from close inspection of a city's cultural and economic anthropology and interpretation to unique solutions. The process has led to more than 1 billion visitors annually to Jerde-designed projects in 20 countries around the world.

He has been an executive committee member of ULI (North Asia) for the past ten years and was member of the Ten Principles of Urban Regeneration committee in 2013. He was a keynote speaker for the Future of Place Forum in Sydney 2015 and is a past advisory board member of MIPIM Asia.

In-Keun Lee

Seoul, South Korea

During 32 years in Seoul metropolitan government, Lee served at various departments and offices dealing with urban planning and infrastructure-related projects for the capital. Major positions he held include director for subway planning and design, director for engineering review, direc-

tor for urban planning, and director-general for the Cheong Gye Cheon Restoration Project.

He worked as a director-general for the Urban Planning Bureau of Seoul from January 2007 to December 2008. Then he was promoted to assistant mayor and was in charge of infrastructure of the metropolitan area until the end of 2011.

He retired from the public service in 2011 and has been a visiting professor at the University of Seoul since February 2012.

Lee graduated from Seoul National University with a BS in civil engineering in 1979. In 1985 he won a government fellowship for overseas study and carried out engineering research at City University in London, which awarded him a PhD in 1991. He is a fellow of the Institution of Civil Engineers, United Kingdom, and a member of the National Academy of Engineering of Korea.

Jane Lloyd

Sydney, Australia

Lloyd has a career in real estate spanning over 20 years. She is currently interim executive director for ULI Australia. Between November 2014 and June 2015, she led the development and design team for Stockland's Commercial Property Division, where she was responsible for Stockland's \$1.5 billion retail development pipeline. Before joining Stockland, Lloyd spent 11 years with DEXUS property group. Based in southern California, Lloyd served as managing director of U.S. investments and led the team that established a DEXUS presence in the United States. She assembled the team and reconstructed the portfolio. Lloyd joined DEXUS in 2001 and held a variety of development and asset management roles, including head of retail for DEXUS's \$3.5 billion retail portfolio. In 2012, Jane took a career break to travel in the United States, Africa, and Asia and to work on the 2012 U.S. election campaign.

Lloyd began her career at Lendlease Corp. and held a variety of roles in development. She has a broad range of experience in all asset classes, including retail, industrial,

commercial, and residential. She joined ULI while living in the United States.

Lloyd has a bachelor's of town planning (Hons) and a master's of business administration from University of New South Wales and a master's of public administration from Harvard University's Kennedy School of Government.

Karmi Palafox

Makati City, Philippines

An environmental planner and urban designer, Palafox is senior urban planner and the managing partner at Palafox Associates and director of the Palafox Architecture Group.

Palafox leads a complement of architects, engineers, designers, planners, and administrative staff. She is involved in the planning and design of communities, resorts, commercial areas, parks, and other mixed-use developments all over the Philippines and in other countries. She leads efforts involving the land use and zoning plans of cities, streetscape designs, master plans, tourism development plans, and place-making projects in islands, rural communities, and big cities, provinces, and regions.

Palafox earned her master's degree in industrial economics at the University of Asia and the Pacific in the Philippines and her master of science degree in urban planning with specialization in urban design at Oxford Brookes University in the United Kingdom. She has also completed certificate courses in management from Saïd Business School, University of Oxford, IESE Barcelona, and Southeast Asia Business Studies.

A registered environmental planner in the Philippines, Palafox also is a charter member of the Royal Town Planning Institute in the United Kingdom.

Her decade-long experience in urban, regional, and environmental planning involves collaborations among real estate developers, landowners, and leaders in government regarding best and most sustainable use of land, best practices in development, environmental policies, and creating places and properties of value. Every project adheres

to the green urbanism practice that Palafox Associates strongly upholds.

Some of the firm's projects led by Palafox include the installation master plan of the American Battle Monuments in Manila, Cabanatuan, and Guadalcanal; the ecotourism development plan for Panglao Island; Metro Ilocos Norte priority areas for tourism development; Boracay integrated tourism master plan; and the tourism master plan for San Vicente, Palawan.

Apart from her work at Palafox, she is an active member of the Philippine Institute of Environmental Planners and served as its director in 2011–2012. She is a part of ULI's Advisory Council in the Philippines and is a founding trustee of a Philippine chapter of the International Federation of Business and Professional Women. In 2014, she was recognized as part of the inaugural list of ULI's 40 under 40, which represents the best young land use professionals around the world.

Kenneth Rhee

Shanghai, China

Rhee is the chief executive officer of Huhan Business Advisory, a firm that primarily advises real estate developers and investment funds on investment opportunities in mainland China. He also serves as the chief representative of ULI in mainland China.

Before establishing Huhan Business Advisory, Rhee worked for Morgan Stanley between 2006 and 2011, initially as vice president and later as executive director. At Morgan Stanley, he played key roles in assignments such as successfully raising capital for the initial public offering (IPO) and subsequent bonding offering by Shimao Property and for Shanghai Real Estate's bond offering. He also played key roles in a series of investments that included pre-IPO investments in leading developers and hard asset acquisitions. Rhee's previous work experiences also include heading up the investment operation at Shanghai Dragon Investment—an investment arm of the Shanghai municipal government—and doing mergers and acquisi-

tions advisory work at JP Morgan based in Hong Kong and Singapore between 1998 and 2002. In the early and mid-1990s Rhee worked for the Federal Deposit Insurance Corporation as a bank examiner based in Los Angeles, California.

Since 2012, Ken has led the growth of ULI in mainland China. As of September 2015, ULI had over 450 members including leading developers, investors, and architects, and other real estate professionals in mainland China. Rhee has written the ULI mainland China city survey report and a case study; participated on a ULI Advisory Services panel for the Sanya government; and served as the project director of a report titled *Ten Principles for Urban Regeneration: Making Shanghai a Better City*.

Rhee graduated from University of California, Los Angeles, with a BA in economics and business in 1991 and from the University of Chicago's Booth School of Business with an MBA in 1998.

Abel Xu

Shanghai, China

Xu has over eight years of work experience in the real estate industry in mainland China. He joined Huhan Business Advisory in February 2012 and is currently responsible for market research and financial analysis of real estate investment opportunities at Huhan.

Prior to Huhan, Xu worked at China Real Estate Information Corporation. In that role, he was mainly in charge of strategic and financial analysis of property developers, with a focus on mainland Chinese property developers listed on the Hong Kong Stock Exchange (HKEX).

Xu is on the executive committee of ULI's Young Leaders Group in Shanghai. He, together with other executive committee members, organizes monthly educational and interactive activities for real estate professionals under 35 years old in the city.

Xu earned his bachelor's degree in economics from East China University of Science and Technology. He speaks fluent Mandarin and English.

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