

城市创者 - 未来的生活与住宅

Citymakers - Future of Living

此次商业模式方法尝试探索如何将未来的生活与住宅转化为一个可以分享时间与技能的地方，邻里之间可以互相帮助，互相激励。在这个空间共享与物质共享的地方，共同居住远比独立居住更有益。

Business model approach to make the Future of Living a place where you can share your time and skills, where neighbors inspire and help you. A place with shared spaces and costs where life together is better than alone.

01 信息	前言 介绍 住房 中国 - 德国
02 小组讨论	柏林研讨会 共享居住的案例研究 在线问卷调查 北京研讨会记录
03 发现	讨论结果
04 致谢	鸣谢

01 BACKGROUND	Preface Introduction Housing China-Germany
02 FOCUSGROUP	Berlin Workshop Case Studies Co-Living Online Questionnaire Documentation Beijing Workshop
03 FINDINGS	Discussion Findings
04 THANK YOU	Credits

* 习近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大近平总书记在19大报告中指出

* Xi, Jinping (2017). Secure a Decisive Victory in Building a Moderately Prosperous Society in All Respects and Strive for the Great Success of Socialism with Chinese Characteristics for a New Era. 19th National Congress of the Communist Party of China. Beijing.

习近平总书记在19大报告中指出：

"...坚持房子是用来住的、不是用来炒的定位，加快建立多主体供给、多渠道保障、租购并举的住房制度，让全体人民住有所居..."

Xi Jinping, 19th National Congress of the Communist Party of China:

"...We must not forget that housing is for living in, not for speculation. With this in mind, we will move faster to put in place a housing system that ensures supply through multiple sources, provides housing support through multiple channels, and encourages both housing purchase and renting. This will make us better placed to meet the housing needs of all of our people..."

... 住宅需要从生活的角度来探讨 ...

... BUILDING NEEDS
TO BE APPROACHED
FROM THE PERSPECTIVE
OF LIVING ...

It is time to rethink the way we live in our **CITIES** because:

1. Housing is **expensive** so we live far from work and spend lots of time in traffic.
2. Our **neighbors** became neighbors by chance, not by choice.
3. There is **little inspiration** and help.
4. Friends, family and colleagues are **far**.
5. This money and time must be spent in a better way!

是时候重新审视我们的**城市**生活方式了，因为：

1. 房价**高昂**，所以我们远居城郊，上班通勤耗时耗力。
2. 遇上好**邻居**要靠运气，而非选择。
3. 生活**缺乏动力**和帮助。
4. 朋友、家人和同事的住所**遥远**。
5. 本应可以更好地利用这些金钱和时间！

It is time to rethink the **DESIGN** of the **BUILDINGS** we live in because:

1. Our compounds are **dull and faceless**.
2. We **do not meet** with neighbors.
3. Our apartments are **over or undersized**.
4. We have a **'third place'** like coffeeshop or co-working space.
5. We rely on people from outside the house to **help us** with daily services.

是时候重新审视我们所居住的房屋的结构了，因为：

1. 我们的小区平淡无奇、千篇一律。
2. 我们与邻居少有来往。
3. 我们的居所要么过大、要么过小。
4. 咖啡馆、公共办公空间等地成了我们的“第三个家”。
5. 我们依赖外人帮助我们做日常家务。

VISION / OBJECTIVES

- **Apply the principle of the sharing economy to housing:** neighbors share spaces for community activities, working and leisure.
- **Develop a concept that adapts to different community needs:** identify what members want to share, how much, where and how often.
- **Design and build for a community that is willing to share:** an architecture where it is easy to share costs and time, skills and space, in new or retrofitted buildings.

愿景 / 目标

- 将共享经济法则付诸住房: 邻里共享空间, 开展社区活动、工作和娱乐。
- 创造适应不同社区需求的概念: 明确住户希望分享的事物的种类、程度、地点及频率。
- 为渴望共享的社区设计并建造: 无论新老建筑, 打造方便分摊成本、分享时间、技能和空间的建筑结构。

EXECUTIVE SUMMARY

In China, drastic demographic change and the ongoing urbanization and internal migration are coinciding with the growth of the sharing economy in the largest market in the world. This demands that we rethink the design of the buildings we live in and the way we live in our cities, in order to make urban life more affordable, sustainable and socially inclusive.

In this liveable city, we envision inhabitants sharing spaces, services and talents within sustainable neighbourhoods. It is time to apply the principle of the sharing economy to housing in China: neighbours share spaces for community activities, work and leisure. But, who is willing to share what, how much, and when? And how is this going to happen – economically, culturally, architecturally?

Methodically, three formats – the case study, the online survey and the expert workshop – are employed to construct an initial business case making

the Future of Living as a place where neighbours can share time and skills in a cooperative form a viable housing alternative for China.

The report presents preliminary findings. We invite the 3 main stakeholders in the future of living to enter the discussion, deepen our business case assumptions and to perform a real feasibility check. Residents that are eager to inhabit the housing alternative, real-estate developers looking to expand their portfolio, and municipalities seeking to solve societal issues by rethinking urban living, join us planners in the ongoing endeavour.

概要

在中国，剧烈的人口变化、持续的城市化以及国内人口迁移伴随着共享经济在中国这一世界最大市场中的蓬勃发展。这一趋势要求我们重新思考我们的住宅设计和我们在城市中的生活方式，以便让城市生活更加具有可负担性、可持续性和社会包容性。

在这个宜居城市，我们设想居民在可持续社区模式内共享空间、服务和才能。是时候将共享经济原则应用于中国的住房领域了：邻里共享社区活动、工作和休闲的空间。但是，共享的内容是什么？成本如何？谁愿意分享？何时？考虑到经济、文化和建筑因素，具体如何进行？

我们采用三种不同方式——案例研究、网上调查和专家研讨会——来构建一个初步商业案例，使“未来的生活方式”成为一个邻里可以共享时间和技能的合作模式，为中国提供可行的住房选择。

该报告的初步调查结果还需进一步深化和讨论才能进行切实的可行性检验。为此，我们诚邀三个主要相关方——渴望摆脱传统住房模式束缚的居民、希望扩大投资组合的房地产开发商、以及通过反思城市生活寻求解决社会问题的市政府——加入我们，共同描绘蓝图。

Good cities are inclusive, home to individuals and families of different economic strata, different beliefs and cultural backgrounds. Good cities enable their residents to innovate, create and find solutions to emerging challenges. Together.

In many cities, the design of buildings keeps their residents from profiting from each other, be inspired, care for each other. Housing prices are high and choices where and how to live limited. Citizens are used to compromise. For most, getting to work, school, leisure and friend and family means long commutes. Most time is spent outside the neighborhood. Neighbors do not know each other. There are few spaces for joint activities where residents could create a local community where they find inspiration, services or facilities that enable them to lead less stressful, more fulfilled and more productive lives.

This booklet presents and conceptualizes a novel resident-centered building-type in China - an architectural space of the collective based on common visions of sharing time and space, built and inhabited by collective, private clients. Inspired by existing innovative German co-housing models, "Future of Living" explores how elements and qualities from German cases can be employed to make housing and living in Chinese cities more socially inclusive, environmentally sustainable and financially affordable, and thus become an asset for cities and places.

Who is this book for:

- **RESIDENTS** eager to create and inhabit housing alternatives
- **REAL-ESTATE DEVELOPERS** looking to expand their portfolio
- **MUNICIPALITIES** seeking to solve demographic and neighborhood issues by rethinking housing

How to read this book?

This book presents collectively inhabited space as a business case for residents, real-estate developers and municipalities. The business case is embedded in the story of this project. It summarizes our first workshop in Berlin, highlights key principles and possible variations of co-housing identified in German and Chinese cases and presents the preferences of residents polled in our online survey in Shenzhen and the discussion of experts in a focus group event in Beijing. Finally a number of scenarios are given. We encourage interested residents, real-estate developers and municipalities to contact us through email: future-of-living@qq.com

优秀的城市海纳百川，包容无数家庭与个人安居乐业，无论收入或信仰文化差异。优秀的城市使居民团结一心，集思广益，笑对纷繁挑战。

许多城市的住房构造使居民难以从邻里获取帮助、收获鼓励或相互扶持。住房成本高昂，居住地址和生活方式的选择十分有限。久而久之，居民对此习以为常。对于很多人而言，上班、上学、外出游玩、走亲访友都意味着“长途跋涉”，大部分时间并不与邻里打交道，邻里之间也因此互相不熟悉。集体活动空间有限，难以建立街坊社区，提供设施、服务和精神鼓励，帮助邻里减轻压力、充实生活。

本书为您呈现一种中国全新的以居民为中心的住宅形式，并将其概念化。它是一种集体性建筑空间，由私人住户共同居住，基于共享理念，促进对于时间和空间的分享。受德国现有的创新性合住房屋模型的启发，“未来的生活方式”探寻如何将德国案例的元素及特质迁移到中国城市语境当中，从而使居住及生活更加具有社会包容性、环境可持续性 & 经济可负担性，打造城市发展及社区建设的宝贵资产。

本书为谁而写

- 渴望创造并居住于非传统住宅的**居民**
- 希望拓展成功案例的**房地产开发商**
- 寻求通过创新住房规划来解决人口及社区问题的**市政府**

如何阅读本书

本书为居民、开发商和市政府呈现作为商业案例的集体居住空间。商业案例内嵌于项目故事当中，总结了我们在柏林的首次研讨会，强调了中德案例中合住房屋的关键原则及可能的变式，并呈现了我们的深圳网上问卷所调查的居民偏好，以及在北京举行的专家小组讨论会成果。最后，本书列出了一些情景。欢迎居民、开发商和市政府通过邮箱：future-of-living@qq.com 联系我们！

在以居民为中心的住宅项目中，各行为体角色的边界逐渐模糊。案例调查发现，许多行为体往往会承担起本应由其他参与方所承担的责任。未来的居民身兼开发商角色，开发商挑战并影响市政规划策略，市政府为土地购买和租赁提供补贴，建筑师成为开发商，开发商最后成为居民。

不过，在各个行为体创造、传递和收获价值的过程中，有一种基本原则贯穿始终。参考Alexander Osterwalder和Yves Pigneur的商业模式图，大可总结出一些重要方面。
三组当中每组的商业模式都相辅相成。

这里呈现了每组的九大基本要素。

In resident-centered real estate projects the boundaries between the stakeholder groups have become fuzzy. Case studies show that actors from each group assume responsibility over tasks traditionally taken over by other stakeholders. Future residents become developers, developers challenge municipal planning strategies, municipalities offer subsidies for land purchases and rent, architects become developers, and developers turn into residents.

Still for each group there exists a rationale for creating, delivering and capturing value. Those can be summarized around a number of aspects borrowed from Alexander Osterwalder's and Yves Pigneur's Business Model Canvas. The business models for each of three groups are reinforcing each other.

Here are the nine building blocks for each of our target groups.

问题界定

最首要的3个问题是什么？
它们目前如何解决的？

Problem Definition

What are the top 3 problems?
How are they solved now?

让集体住宅
惠及所有人。
一种商业模式手段。

**Making collective housing
PROFITABLE for all.
A business model approach.**



客户分类

我们在为谁创造价值？
谁是我们最重要的客户？

Customer Segments

For whom are we creating value?
Who are our most important
customers?



价值命题

我们为未来居民传递何种价值？
帮助他们解决哪些问题？满足哪
些需求？为各个客户群体提供哪
些产品和服务？

Value Proposition

What value do we deliver to future
residents? Which one of our future
residents problems are we helping
to solve? Which needs are we
satisfying? What bundles of products
and services are we offering to each
Customer Segment?



渠道

如何唤起未来居民的意识？如
何帮助客户评估“未来的生活方
式”的价值命题？哪些渠道可获
取特定产品及服务？通过何种渠
道向客户传达价值命题？哪些渠
道提供售后支持？

Channels

How to raise awareness among future
residents? What helps customers to
evaluate the “Future of Living” Value
Proposition? What channels allow
access to specific products and
services? Through which channels
do we communicate the Value
Proposition to customers? What are
channels for providing post-purchase
support?

客户关系

如何争取客户?
如何保留客户?
如何扩大客户群体?

Customer Relationships

How to acquire customers?
How to keep customers?
How to sell to more customers?

资金流

客户愿意购买哪些价值? 客户目前正在购买何种产品或服务? 负担如何? 客户愿以何种方式付款? 每股资金流能为资金总量贡献多少?

Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

关键资源

我们的价值命题需要何种关键资源? 我们的流通渠道? 客户关系? 资金流?
如何唤起未来居民的合住意识? 如何帮助他们评估“未来的生活方式”的价值命题? 他们可通过哪些渠道获取特定产品及服务? 我们可通过何种渠道向客户传达价值命题? 哪些渠道提供售后支持?

Key Resources

What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?
How to raise awareness among future residents about co-housing?
What helps potential future residents to evaluate the “Future of Living” Value Proposition?
What channels allow future residents access to specific products and services?
Through which channels do we communicate the Value Proposition to customers? What are channels for providing post-purchase support?



关键活动

价值命题要求哪些关键活动？我们的流通渠道？客户关系？资金流？



关键合作伙伴

谁是我们的关键合作伙伴？谁是关键供应商？我们从合作伙伴需要哪些关键资源？他们能提供哪些？



成本结构

我们的商业模式中最重要的成本是什么？哪项关键资源最为昂贵？哪些关键活动花费最多？

Key Activities

What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?

Key Partnerships

Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?

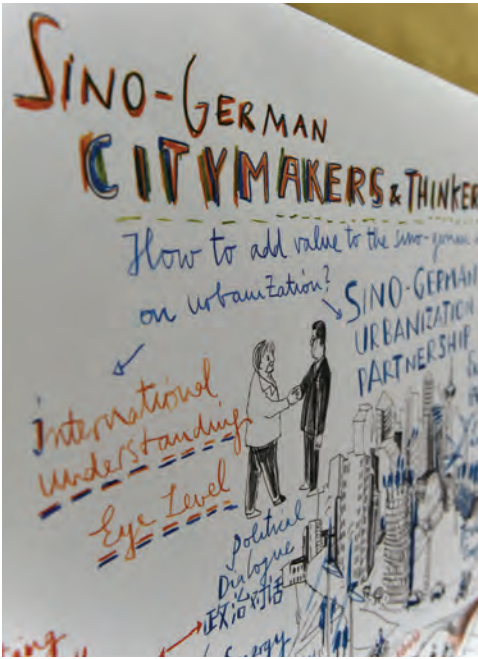
Cost Structure

What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?



2016年柏林研讨会 2016 BERLIN WORKSHOP





在城市创者的会谈当中，未来的生活方式小组经过讨论，提出要重构我们的城市、住房以及邻里互动方式。基于拜访德国创新住宅项目并制定方案导向的策略，研究领域从单纯的居住概念扩展到生活的概念。我们相信为了描绘未来城市的图景，

我们不能局限于探索住房的家庭属性和单一功能特质，而要包含其他日常活动。

下面将展示此次研讨会的初步发现，下一步将进行深入研究及可行性调查。

开放性和普世价值，是中德两国参与者共同认可的关键目标。中国参与者强调了农民工融入城市的困难，以及房价过高的问题，和由此引发的城市隔离、社会分层问题。许多新建住房也饱受低劣建设质量困扰，同时也并非总能为上班通勤和其他需求提供位置区位优势。

The Future of Living group rethought the way we live side-by-side with our neighbors and how the way buildings are designed impacts our interactions. The group visited innovative housing projects in Berlin and developed solution-oriented strategies. The scope expanded to concepts of living as opposed to concepts of housing only. We are convinced that in order to imagine the future city we would like to live in,

we cannot limit our explorations to the domestic, mono-functional nature of housing, but have to include other activities of everyday life.

Below are initial findings based on this workshop, deeper research and feasibility checks need to be undertaken in a next step.

Openness and universal values, were identified as key goals by both Chinese and German participants. Chinese participants highlighted the difficulty of integrating migrant workers into cities, along with the problems caused by expensive housing, and the resulting urban segregation and social division. Much new housing also suffers from poor construction quality, and is not always ideally located for jobs or other needs.



Photos: Jan Siefke



China Distinguishing Parameters Germany

- Before 1949, most urban housing was private rental provided by landlords. In the 1950s, under socialism, **ownership of most property** was transferred to the government
 - **Land-use rights-not land ownership** – are leased by bidding, auctioning or agreement.
 - People **prefer to buy homes in residential areas**; those living in homes in non-residential used areas are also ineligible for permanent urban residence permits.
 - The Provisional Regulation of Selling and Transferring State-owned Land in Urban Areas sets **time limits for how long land-use rights can be transferred** from the government: 70 years in residential areas, 50 in commercial areas, and 40 in mixed use areas, under the official zoning plan.
 - Policy aims for **'a comfortable society'** (includes housing for all) by 2020.
- **Private ownership plays a bigger role** in Germany than China: 43 % of homes are owner-occupied, 37 % belong to private individuals and are rented out, 20 % are owned by investors, cooperatives, companies.
 - Balancing yields on private investment in housing and the **rights of tenants in rental homes** (incl. longterm contracts, stable rent) **is a major issue.**
 - As most housing is privately invested, providing **incentives for investors** is crucial to secure supply in areas with housing shortage.
 - While in cities housing is mainly **supplied by developers**, in the countryside many families still build their own homes.
 - Likeminded individuals started to form **construction cooperatives** for their own multi-family homes, bypassing developers and thus managing to realize innovative life-style ideas the mainstream market does not yet demand.



在中国

因素辨析

在德国

- 1949年以前，绝大多数城市住房由地主所有，私人出租。到了二十世纪50年代，在社会主义体制下，绝大多数产权收归国有。
 - 土地使用权，而非土地所有权，通过投标、拍卖或协议的方式出租。
 - 人们倾向于在住宅区购买住房；房屋在非住宅用地的居民也不符合城市户口的申请要求。
 - 《城镇国有土地使用权出让和转让暂行条例》设置了国有土地使用权的出让时限：依据官方区域规划，住宅用地可出让70年，商业用地50年，混合用地40年。
 - 政策旨在推动实现2020年全面建成“小康社会”的目标（包括人人住有所居）。
- 相比中国，德国的私有产权比重更大：43%的住房为业主所有，37%属于个人并进行出租，20%由投资者、集体或公司所有。
 - 私人住宅投资的收益和房屋租户权利（包括长期合同、平稳租金）是主要问题。
 - 鉴于住房主要为私有，解决住房紧缺地区房源问题的关键在于为投资者提供激励。
 - 在城市，住房主要有开发商提供；而在乡下，许多家庭仍然自己搭建房屋。
 - 志趣相投的人们开始组成建筑合作社，绕过开发商，搭建属于各个家庭的共同家园，实现了主流市场无法满足的创新性生活方式。

PROBLEM DEFINITION

02

China

CHALLENGES

Germany

- Low participation of citizens in planning process leads to **little public input into housing design**
 - **Lack of social mix in urban areas**
 - Integration of migrant workers in cities
 - Demographic change: **ageing population**
 - **Affordability** (exploding housing costs)
 - **Safety** concerns (using non-toxic materials)
 - **High energy consumption** (in heating, cooling, ventilation and in production of building materials)
 - **Large distances** from home to work and shopping
- Optimization of participation of stakeholders in the whole building process
 - **Low risk-taking** by citizens in alternative living forms
 - **Rigid rules on space planning** make it hard to find (affordable) plots for building projects
 - Integration of **migrants/refugees**
 - Demographic change: socio-spatial polarization, **shrinking towns in rural areas**
 - Calls for protection of tenants (stable rents)
 - Threat of **gentrification**
 - **Policies favoring denser settlement** to avoid urban sprawl



Photos: Jan Siefke



问题界定

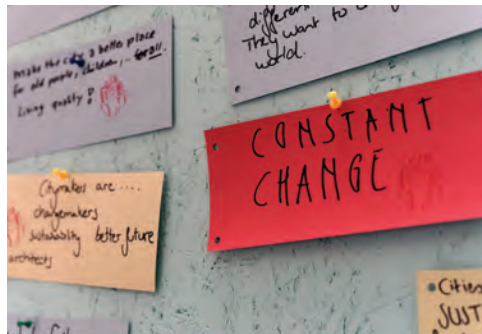
02

在中国

挑战

在德国

- 规划过程的市民参与度低下导致住房设计的公共投入较少
 - 城区的混合居住模式较少
 - 农民工融入城市
 - 人口结构变化：人口老龄化
 - 可负担性（房价涨幅过快）
 - 安全与健康考量（使用无毒材料）
 - 高能耗（供暖、制冷、通风及建材生产环节）
 - 上班及购物路程较远
- 在整个建筑过程中优化利益相关方的参与度
 - 在非传统居住模式中降低居民风险
 - 空间规划方面的规定
 - 移民/难民融入城市
 - 人口结构变化：社会-空间两极化，农村乡镇规模缩水
 - 关于租户保障的诉求（稳定租金）
 - 中产阶级化的威胁
 - 政策倾向于高密度社区以防止城区蔓延







gasthaus

中国与德国

合住房屋的优势
启迪、选择、责任

案例调查的成果

Germany and China

Benefits of Collective Housing
Inspiration, Choices, Responsibilities

Lessons from the Case Studies

02 Co-housing – Berlin’s secret to success as **LIVEABLE CITY**

Since the 1970s co-housing projects contribute to the positive city image of Berlin, making it:

- a diverse city to live in where
- rents are affordable,
- commuting distances short and
- residents have become stewards of their community.

About 1‘000 co-housing projects realized in Berlin

Co-housing projects are a vital location asset for Berlin and co-housing is no longer a niche phenomenon. An average of 500-700 flats have been constructed in the years from 2009-2013, accounting for 20% of newly built flats in multi-family buildings. The co-housing model also has traditions in other German cities.

Some municipal urban planning councils give preference to resident-led and centered development projects, recognizing the long-term benefits they bring to the city.

集体住宅—— 柏林秘诀，成功打造 宜居城市

自上世纪70年代起，集体住宅项目蓬勃发展，提升柏林城市形象，使之成为

- 一座多元化的城市，
- 有着可负担的低廉房租，
- 较短的通勤距离，而且
- 居民成为社区的建设者。

约有1000个集体住宅项目在柏林落地生根。

集体住宅项目业已成为柏林的宝贵财富，集体住宅模式也愈发常见。从2009到2013年，年均建设公寓数量达500-700间，占集体住宅建筑新建公寓数量的20%。集体住宅模式在德国其他城市也有历史。

有些城市的市政规划部门鼓励由居民主导的及以居民为中心的开发项目，认可其为城市带来了长远价值。

02 Sharing and participating create COMMUNITY

In communities that already share, whether they are in China or in Germany, participation is key.

The investment in collective housing is not only about putting money together to finance the common project. Contributing one's time, one's skills and being open to share rooms and facilities with neighbors will knit the community together.

To share successfully and be comfortable to share, means goals and rules for sharing must be defined to achieve social, environmental and financial targets happily.

Goals, content, values, rules

- Why share?
- What is shared?
- How is it shared?
- Who puts in how much?
- How is failure to contribute sanctioned?

Sharing means caring for each other, for shared facilities and respect the rules jointly set up. Projects with a long-term sharing approach are generally **safer, more inclusive and in better material condition** than anonymous buildings with a similar budget.

Sharing can **save cost and time**. Sharing can **bring inspiration** and can enable members to **perform better** in life, work or parenting than alone and **undertake meaningful projects** – commercially, socially, or culturally.

Citizens who can define goals for sharing, rules for sharing and implement them can be an **asset to the wider neighborhood**. Because of their active participation and their shaping of the community they can inspire people who live in their district and beyond.

Like in the case of Berlin, a viable number of such communities raises the livability and cohesion of an entire district or an entire city.

通过共享与参与打造 社区

无论在中国或德国，在已经实现共享的社区，参与成为关键。

集体住宅的投资，不仅限于公共项目的集资，还包括居民自愿贡献时间、技能以及乐于与邻里分享房间和设施的意愿，这些将促进社区团结，深化邻里关系。

为了让居民能够共享、乐于共享，关于共享的目标和规则必须以达成特定社会、环境和资金目标为导向。

目标，内容，价值，规则

- 为何共享？
- 何为共享？
- 如何共享？
- 谁投入，投入多少？
- 如何约束共享承诺未兑现的行为？

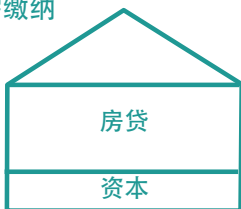
共享意味着关心他人、爱惜共享设施、尊重集体制定的规则。预算相近的情况下，包含长期共享措施的项目总体上比普通项目更加安全、更加包容、物质基础也更可靠。

共享可节约时间和金钱。共享可带来启迪，还使居民不再单枪匹马，在生活、工作和育儿上表现更加出色，有动力投身于富有意义的活动，无论经济、社会或文化方面。

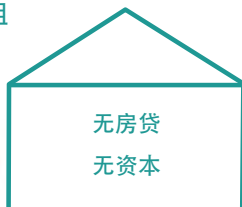
有些居民有能力明确共享的目标、制定共享的规则，并将其付诸实施，这些居民将会是社区邻里的重要财富。他们积极参与、塑造社区，能够对社区内外的居民产生激励。

正如柏林案例所展示的，有相当一部分此类社区在本区甚至全市范围内发挥了改善宜居、增强团结的作用。

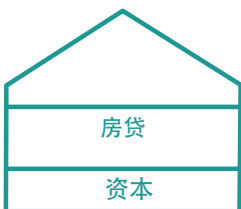
所有权模式
集体所有，但或需缴纳
房贷利息



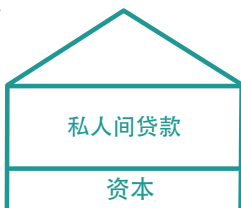
租赁模式
业主所有，集体缴纳租金



合作模式
部分人所有，部分人交租



辛迪加型廉租公寓
无人拥有产权，所有人
交租但租金低廉。无业
主。



资金模式* 使生活成本 可负担

02

在德国几种模式来降低集体住宅项目的经济门槛。对于受高额租金所困扰的市政府、想为员工提供住宅福利的企业和相中某个社区却无法负担生活成本的个人而言，这些模式使得集体住宅成为

了他们的可选项。考虑到大多数案例中的要素由住户集体决定，如果住户一致要求更高标准，价格可以随之调整。同时，投资模式保持不变。

所有权模式

居民自己投资、购置土地、绕过开发商直接委托建筑师和施工人员来建设，从而省下了开发商的利润和所得税。居民或许会雇用项目经理。

[+] 居民自主决定建筑设计、制定合住规则，还可抵押房产。

[-] 初期投资高昂，投资局限于单一区位，所有者兼住户承担了未来所有维护成本。

租赁模式

居民集体租赁现有建筑。

[+] 业主或代表负责维护，资本投资低，具有灵活性。

[..C] 业主有最终决定权，居民潜在流动性大，现有建筑布置往往不理想，闲置单元引发租金分配问题，并未产生财富。

合作模式

居民建立一个非盈利合作组织，旨在满足共同的居住需求。购买或租赁皆可。可通过股权形式购买所有权。通过民主投票方式做决策。

[+] 永久使用权，民主决策体系，合作组织管理。

[-] 出售股权回报缓慢，决策权与投资量不相关。

辛迪加型廉租公寓

集体设立一个组织和一个私人有限公司。通过有限公司集资、购买或建设房产。租金低廉的关键在于私人间贷款（年均利率可低于3%）个人出资额可上下浮动。通过组织协助购买并管理来自租金的债务偿还，租金由住户均摊。该模式适用于现有和新建公寓或建筑，组织可服务多个集体。

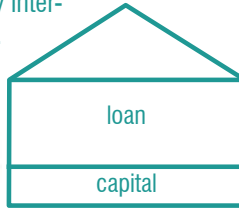
[+] 生活自治，交换经验，改造建筑以适应居住需求。

[-] 自治花费大量时间和精力，初期投资高昂，集体承担所购建筑的修缮和更新成本。

* 翻译自 Aliu, S., O. Bauer, B. Dannenberg, S. Grebenstein, M. Schulz, N. Rezaei-pour, U. Altröck and G. Kienast (2012). Gemeinschaftliche Wohnprojekte: Ein Praxisleitfaden. Kassel, Universität Kassel, pp 35-46.

Ownership Model

All own, but may pay interest on the mortgage.



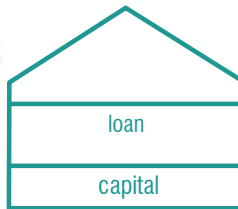
Rent Model

Landlord owns, all pay rent.



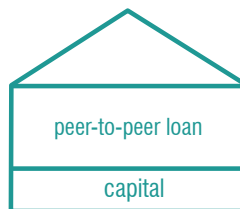
The Co-operative

Some pay rent some own.



The Syndicated Tenement

No one owns, all pay rent but pay very little.
No landlord.



Financial models* make living **AFFORDABLE**

In Germany several options exist to lower the barrier to enter a collective housing project. This can make collective housing an option for municipalities that struggle with high rents, for companies who want to offer housing benefits and for individuals who could otherwise not

Ownership Model

Residents invest their own capital, buy land, commission architect and builders and built without a developer, thus saving the profit and profit tax of the developer. They may hire a project manager.

[+] Residents decide architectural design, determine rules of living together, can mortgage their real-estate.

[-] High initial investment, investment fixed to one location, owner-residents carry all future maintenance costs.

Rent Model

The collective rents an existing building.

[+] Landlord or representative responsible for maintenance, low capital investment, flexibility

[-] Landlord makes final decisions, potentially high flux of residents, layout of existing buildings often unsuitable, question who pays rent if units are vacant, no creation of wealth.

The Co-operative

Residents set up a non-profit co-operative with the goal of satisfying their residential needs.

Owning and renting is possible. Ownership can be purchased in the form of shares. Decisions are made democratically through voting.

[+] Permanent use-right, democratic decision-making structure, administration by the

afford to live in the place of their choice. Since parameters are in most cases decided by the collective, prices can be adjusted if the collective desires a higher standard. The models of investment remain the same.

co-op.

[-] Slow payback in case of selling shares, decision-making power not relative to financial investment

The Syndicated Tenement

Collective sets up an association and a private limited company (Ltd.). Under the Ltd. they raise capital to buy or build real estate. Essential to keep rents low are peer-to-peer loans (with interests below 3%p.a.). Contributions per member can vary. The association helps purchasing and manages debt payments from rents paid in equal shares by the residents.

The model is suitable for existing and new flats and buildings. The association can support several collectives.

[+] Self-organized living, exchange of experiences, adaptation of building to residential needs

[-] High contribution of time and service to self-organization, high initial investment, collective carries costs of retrofitting and renovation of purchased building

* translated from Aliu, S., O. Bauer, B. Dannenberg, S. Grebenstein, M. Schulz, N. Rezaei-pour, U. Altrock and G. Kienast (2012). Gemeinschaftliche Wohnprojekte: Ein Praxisleitfaden. Kassel, Universität Kassel, pp 35-46.

Sharing is ECOLOGICALLY sustainable and raises quality of life

02

More-for-less principle

- **More common space** like a communal kitchen and a room for guests, a play-room for children and a garden, a space to wash and dry laundry.
- **More facilities** for everyone to use, if rarely used spaces, like guest rooms, or spaces with low levels of privacy, like laundry rooms, fitness rooms, multi-function rooms and office space or workshops are shared.
- **More services**, if residents share time and skills, for example contributing time to watch children, clean, cook or hold events for the community.
- **Less costs**. Reducing individual space means less initial costs, less running costs and less maintenance costs.
- **Less resources consumed**. Reducing the size of individual units saves non-renewable material resources, requires less land for construction and cuts energy consumption.
- **Less time** spent with task that can be scaled and accomplished by an organized community more efficiently than by the individual, and **less costs** if those services no longer need to be purchased from commercial service providers.

共享具有 生态 可持续性 还能提升生活质量

“以多还少”原则

- 更多公共空间，如公共厨房、客房、儿童游乐房、花园、洗衣晾衣空间等。
- 更多设施供大家使用，一些使用频率较低的空间如客房，或隐私性较低的空间如洗衣房、健身房、多功能室、办公室或工作间，可供集体使用。
- 更多服务，源自住户共享时间和技能。照看儿童、清洁、烹饪或举办社区活动等事项，通过集体完成要比单独完成更加节约时间、效果更好。
- 更少成本。减少私人空间意味着更低初期成本、更低运营成本和更低维护成本。
- 更少消耗资源。单人住房空间得以减少，从而节约不可再生的材料资源、土地以及能源开销。
- 更少杂事，源自社区组织高效。
- 更少成本，假如许多服务不必从社区外购买。

Main groups of stakeholders who MAKE IT HAPPEN

02

Collective housing projects uniquely differ from a conventional project planning approach. In a conventional scenario housing projects assume a general market demand and the purchasing power of the future resident determines location, size of apartments, additional facilities and standards of fit out. The unit, which is treated as purely residential in function, is the focus of the design. Preferences and behavior of the future resident community are unknown. Thus, spaces for the community are not provided. The proposed project differs as it starts with identifying benefits of sharing for all stakeholders involved in the project:

- **Community of future residents** (custom designed spaces, savings of cost and time, inspiration and a carefree life because of support and inspiration from the community)

- **Developers or sponsors of the project** (if different from the future residents are looking to diversify their range of real estate products)
- **Municipal planning administration** (seeking to rejuvenate their communities or address problems of integration of migrants, ageing population, increasing support for families, creating affordable housing, reducing commuting)

Architects and urban designers working with collective housing projects, in addition to understanding, evaluating and reconfirming in communication all living and housing visions of future residents, also need to be able to build a business case out of the project and sometimes find additional allies.

How this can be accomplished is presented in the following case studies.

主要参与者 使构想变为现实

集体住宅项目与传统项目规划手段明显不同。在传统情境当中，住宅项目源自市场总体需求，未来居民的购买力决定了地理位置、公寓面积、额外设施及其标准。单元房被认为纯粹具有居住功能，是设计的重点。未来居民社区的偏好和行为无从知晓，因此，设计并不考虑社区活动空间。

我们提议的项目首先明确项目中各利益相关方的收益：

- **未来居民社区**（自主设计空间，节约成本和时间，由社区帮助和鼓励带来的舒心生活和启迪）

- **项目开放商或赞助商**（若非未来居民，将会希望拓展其房产商品多样性）
- **市政规划部门**（期望重振社区活力或解决移民融入问题、人口老龄化问题、增加家庭扶持、建设平价住宅、减少通勤时间等）

集体住宅项目中的建筑师和城市规划者，不仅要通过与未来居民的交流来理解、评估并确认所有的生活及住宅期望，还要由项目建立一个商业模式，有时还需找到其他盟友。接下来的案例展示了具体如何操作。

集体住宅案例

EXAMPLES OF COLLECTIVE ARCHITECTURE

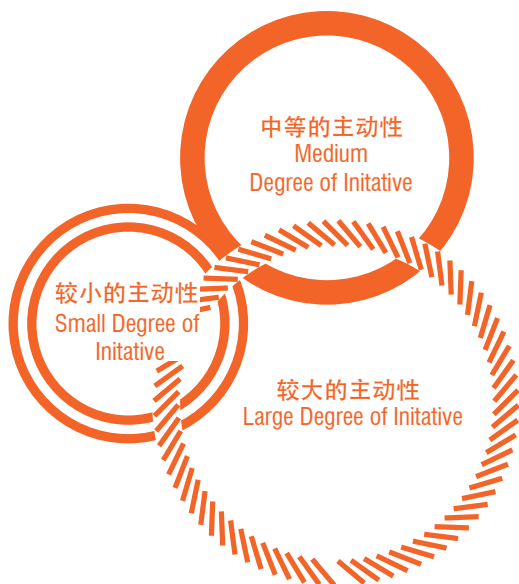
Legend 图标解释



股东类型 Types of Stakeholders

-  建筑师
Architect
-  租户
Tenant Community
-  城市
Municipality
-  材料供应商
Material Supplier
-  银行
Bank
-  开发商
Developer/Investor

股东团体 Stakeholder Constellations



案例研究Co-Living

CASE STUDIES CO-LIVING

02

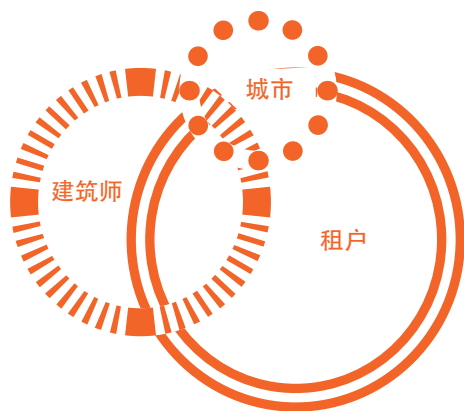
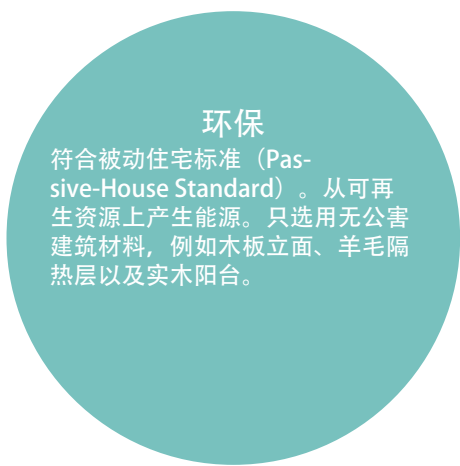
- a** Spreefeld, 柏林
- b** QBUS Living with Children, 杜塞尔多夫
- c** Grundbau & Siedler, 汉堡
- d** Eckwerk Holzmarkt, 柏林
- e** 万科泊寓, 上海
- f** 优家魔方公寓, 坂田
- g** Mini's Co-Living, 上海
- h** 窝趣, 中国城市
- a** Spreefeld, Berlin
- b** QBUS Living with Children, Düsseldorf
- c** Grundbau & Siedler, Hamburg
- d** Eckwerk Holzmarkt, Berlin
- e** Vanke Port Apartment, Shanghai
- f** You+, Bantian
- g** Mini's Co-Living, Shanghai
- h** Wowqu, Diverse Chinese Cities

a SPREEFELD, 柏林

坐落于Spree河边，并由三座楼体结合。中间的绿地向大众开放，可通过绿地进入河岸以及大楼一层。一层设有一个木工工作室、一个厨房、一个儿童中心以及一些联合办公空间，供住户和附近居民使用。高层则是私人或集体空间，为居民提供私密或半私密领域。

建筑设计基于一套简单且灵活的搭建方式，由此提供了不同的户型方案。整个小区有64套公寓，形成6个小组，每个小组提供4到21人的居住空间，并配备共享厨房和公共起居室。

配套的地热系统和太阳能板让小区很大程度上保持能源自给自足。



经济平稳

通过住户集资方式来融资。共有产权确保租金低廉。施工成本也由工厂预制的方式有效降低。室内空间由住户自行装饰。施工方安置了少量标准的。由于原本设计上功能的中性，房间功能可通过较小预算来重新规划。空间节约：少电梯，多共享空间。

注重公益

向社区和城市开放。
河岸依然保持公共性。
住户多元：不同年龄阶段，不同文化背景，不同经济阶层。
无门槛公寓。共享洗衣间，健身房，会客室，音乐室以及屋顶平台。共享空间足有15%。

Architects: Carpaneto.Schöningh Architekten, Fatkoehl Architekten, Bararchitekten



Photo: Unknown

a SPREEFELD, Berlin

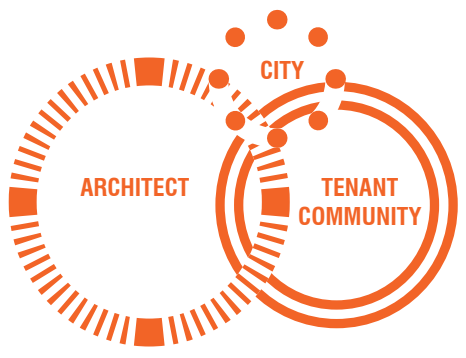
Along the River Spree, three buildings form a unity. The green space between them is open allowing the public to access the river bank and the buildings' ground floors. Here a carpentry workshop, catering kitchens, studios, a daycare center and co-working spaces are located and jointly used by residents and neighbors. On the higher floors, individual and communal terraces compensate the residents with semi-private and private outdoor space.

The buildings' design is based on a simple yet flexible construction system offering a variety of floorplan options. Among the 64 apartments are six cluster apartments for groups of 4 to 21 people who share kitchens and living rooms.

A geo-thermal system and photovoltaic panels make the buildings largely self-sufficient in terms of energy.

SOCIALLY JUST
 Open to the neighborhood and the city. Riverside remains publicly accessible. Diverse inhabitants: multigenerational, multicultural, various financial backgrounds. Barrier-free apartments. Communal use of laundry, fitness, guest, music & youth rooms and of rooftop terrace. 15% of the space is communally used.

ENVIRONMENTALLY RESPONSIBLE
 Complies with Passive-House Standard. Produces energy from renewable sources. Uses only environmentally compatible building materials, such as timber facade panels, timber wool insulation and solid timber balconies.



ECONOMICALLY STABLE

Financed via a housing co-operative, set-up and invested in by members. Joint ownership ensures affordable rents. Construction costs are reduced by modular building design and construction. Most interior fit-out was done by residents. Contractors installed few and standardized fittings. Functions of rooms can be changed with a small budget, thanks to a use-neutral building organization for living and working. Economy of space: few elevators, shared communal spaces.



Photo: Ute Zscharnt



Photo: Andrea Kroth



Photo: Ute Zscharnt

b QBUS LIVING WITH CHILDREN, 杜塞尔多夫

本项目源于几个年轻家庭希望找到一个社区模式可以相互扶持，共同培养下一代。社区的两栋平行楼体共有28个独立的公寓单元，楼体中间形成一个花园。另一相对较小的楼体作为社区空间，包括一个多功能室，一个公共厨房，以及一个会客室。公共空间提供了播放电影、练习瑜伽和举行派对好去处。家长们还会轮流为孩子们做饭。社区同时还会保养共享的绿地。社区提供多种多样的机会让居民贡献才智、收获帮助，居民对此十分满意。

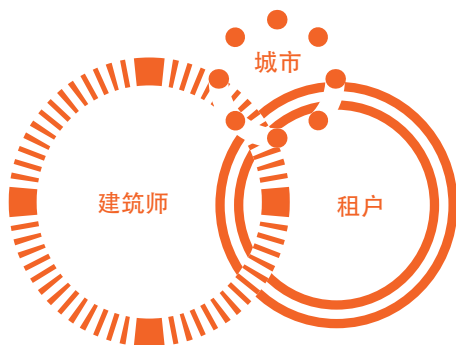
QBUS由24个现居于此的家庭组成。他们获得了Living with Children组织提供的战略帮助；该组织成立于1989年并协助完成了一个类似项目。第三个项目也于2017年在邻近区域竣工。QBUS如今活跃在德国各地，为类似居民主导的集体住宅项目提供咨询服务。

贯穿此类项目的是这样一种理念：建立一个具有社会包容性的强健社区。

为表彰这一理念，地方城府和银行对此项目给予了财政支持，并协助挑选了合适场地。

环境可持续

住宅以及公共空间均按照被动房标准（Passive House Standard）来实施建造。可再生能源技术也扮演了关键角色：光伏太阳能板产生电能，太阳能热水板在夏季提供热水，有机生物燃料为冬天提供热水。



经济可持续

得益于地方政府在购置用地方面的支持以及地方银行对公用厨房的捐赠，社区房价对于无论有无孩子的家庭都是可负担的。同时，地方政府也为购房家庭提供财政补贴。通过责任分担，共享生活方式为住户提供了更灵活的工作日程安排。居民轮流在放学后照看孩子、为其做饭。

帮扶单亲家庭， 包容所有年龄

社区空间开设有音乐、手工、瑜伽、维修、园艺等课程，同时也是合唱练习和读书会的场所。所有活动都向公众开放。儿童可以在邻近可视范围内玩乐。无障碍设施完备，婴儿车进出畅通无阻。平面设计包含缓冲空间，具有吸音效果，儿童玩闹、家庭办公得以共存。

02

Architects: werk.um Architekten



Photo: Thomas Ott

b QBUS LIVING WITH CHILDREN, Düsseldorf

The project was initiated by young families looking for a building type where they could live as a community and support each other in raising their children.

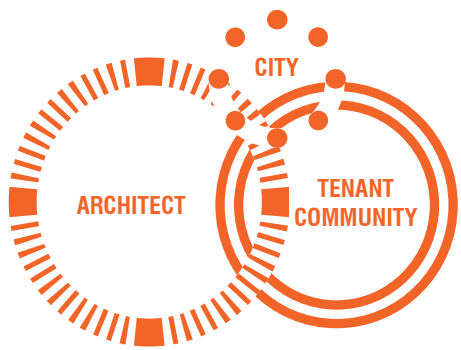
The property offers 28 individual apartments in two parallel elongated buildings that form a yard. A smaller third building functions as community house, with a multi-function room, a communal kitchen and guest rooms. Here, movies are screened, yoga is practiced and parties celebrated. Parents take turns to cook and serve meals for the children. The community also takes care of the greenery in the yard. Residents are happy with the range of opportunities for individuals and families to contribute and profit from the community.

QBUS was initiated by 24 households who now live there. They received strategic support by the association "Wohnen mit Kindern e.V." (Living with Children), established in 1989 and instrumental in a first project with a similar concept. A third project on an adjacent site, with the same concept was completed in 2017. The association is today active across Germany, counselling resident-led collective housing projects.

Honoring the concept of a strong, socially inclusive local community, the regional government and local bank supported the project with funds and helped find the site.

SUPPORT FOR SINGLE PARENTS INCLUSION OF ALL AGES

Music, handcraft, yoga, repair, gardening classes are held at the community house. There are choir rehearsals and reading circles. All activities are open to residents and neighbors from the district. Children can play outdoors within sight and sound of apartments. Easy access to flats with strollers. Floorplans work with buffer rooms that absorb sound making children's play and home offices possible in the same unit.



ECONOMICALLY SUSTAINABLE

Affordable housing for families with and without children was achieved through support from the local Government to acquire an appropriate site and from the local bank with a donation for the communal kitchen. Furthermore, the local Government offered grants for families to buy an apartment. The communal life offers more flexible options for residents in their working schedule by sharing responsibilities. Families take turns looking after the children after school and cook for them.

ENVIRONMENTALLY SUSTAINABLE

The residential and the community buildings were built to Passive House Standards. Renewable energy technology plays an important role: Photovoltaic panels generate electricity, Solar Hot Water Panels provide hot water in the summer months, during winter months biomass heating supports the solar hot water system.

02

Architects: [werk.um Architekten](#)



c GRUNDBAU & SIEDLER, 汉堡

本项目位于汉堡市，座右铭是“自己动手”。未来居民自主决定公寓大小，也同时保留了日后增加房间的选择。这个方式有效降低了初期成本，让购房门槛降低。

在第一阶段，施工方完成了基础结构、核心筒、电线以及结构架的施工。在地下室的机械房被用作储藏间和工作室。

在第二阶段，住户设计自己的公寓，进行室内外装修以及家具安置。投资人则与当地的DIY商店合作，为住户提供相对便宜的材料。合作商家在现场演示材料使用并提供技术答疑。

半数住宅会被出租，由投资方留产权，负责部分家具布置。余下家具布置有租户承担，作为补偿，租户首年免租。投资方同时也为住户安排商业银行贷款。

高耗能标准

住宅单位比地方能源消耗标准低30%。高效隔离水泥材料确保在DIY过程中不需额外的隔离原料。加厚墙面以及落地窗的混合组合减少了热量流失。在整个施工和装饰过程中，置于顶部与底部的石材确保没有因空气缝隙而导致的隔离弱化。与当地供暖系统联通。

降低建筑成本

投资者和材料方合作使得材料成本降低。评价建筑：楼体自建2省下25%的建筑成本。税收及房贷优惠进一步降低购房门槛。

租户可通过“自己动手”的方式投入劳动，从而抵消部分租金，降低成本。



鼓励社区形成

开发商根据候选者对于社区贡献的兴趣以及DIY过程的互助来选择的第一批住户。尽管建筑结构总体上高标准化，每个独立单元可依私人需求独立设计，从而有助于孕育一个多元化的社区。



Architects: BeL Sozietät für Architektur



Photo: Goetz Wrage

c GRUNDBAU & SIEDLER, Hamburg

Build-it-yourself is the motto for the development in Hamburg. Future residents determine the size of their apartment, while retaining the options to add rooms later. This economical approach to space reduces initial costs and lowers the threshold to homeownership.

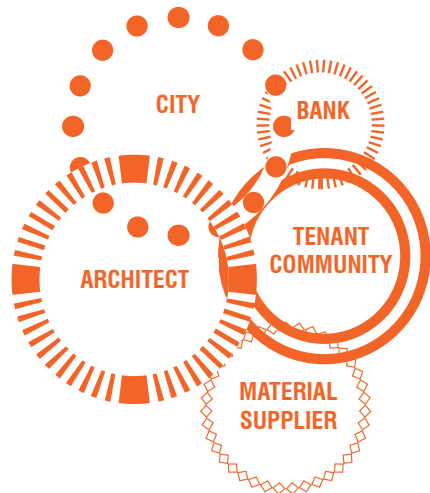
In the first stage, contractors completed the column-and-slab structure and the central core with stairs and elevator, installation lines and installed a scaffolding. In the basement technical rooms are provided, storage rooms and workshops.

In the second stage, the residents designed their own apartments, built interior and exterior walls and did the fit-out. The investor partnered with a local DIY store where residents could buy the material at a preferential rate. The partnering material producer held workshops on site explaining bricklaying and other techniques and was available for trouble shooting.

Half of the units are rented and the ownership remains with the investor, who will do part of the fit out. Renting residents don't have to pay rent during their first year as a compensation for the labor they rendered to complete the fit out. The investor also arranged bank loans for the residents.

LOWERING BUILDING COST

Cooperation between investor and material producer reduced material cost. Smart Price Building: Self-building saved up to 25% of construction cost. Tax benefits and preferential mortgage conditions further lowered the financial barrier to homeownership. A model for renters was invented that allowed them to lower their rent trough investing their labor in DIY.



HIGH ENERGY STANDARD

Residential units consume 30% less energy than required by the local regulations. Ultra-insulating concrete blocks do not require additional insulation and are easy to install in DIY.

Mix of thick walls and floor-to-ceiling windows keeps heat-losses low. Slabs insulated on top and bottom to avoid cold bridges in any stage of construction or design constellation. Connected to district heating network.

FOSTERING COMMUNITY

Future residents were chosen by the developer, according to their interest to contribute to the community and help each other during the DIY building of their units. A diverse community of residents is possible, despite the highly standardized building structure, because each unit can be designed according to individual preferences.

Architects: BeL Sozietät für Architektur



Photo: Veit Landwehr

d ECKWERK HOLZMARKT, 柏林

在此项目中，唯有变化是永恒的。Eckwerk是一组对话，探寻当代的社会、经济和生态问题。它重新界定公共生活与私人生活的边界，承认其不断变化的本质，尊重住户定义公共与隐私的话语权。

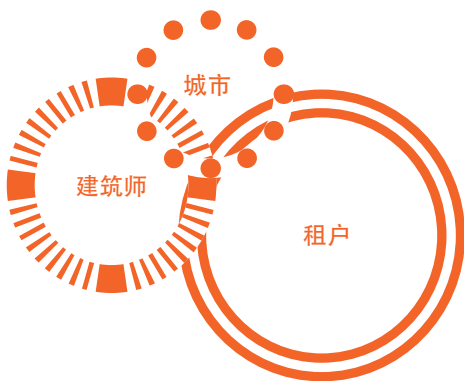
五座独立出入的大楼提供高度灵活的办公及生活空间。平台上的市场空间创造了沟通室内外的联合办公环境。这种建筑类型给人带来宽广视野和开放心态，消弭了建筑和城市的边界，模糊了私密与公共的隔绝。各个半公共空间区域由小径相连，提供了交流互动、休闲娱乐的绝佳场所。

可持续的商业模式

“都市创意”组织建立了一个公平透明、可持续的投资和商业模式。投资人和居民通过参与和管理达成了创意与资本的平衡。

多元合作社会

一个有识之士相聚的地方，学生，企业家，手工艺人，哲学家，创业团队，哲学家们和访客相聚于此。沿河岸漫步，人们可以尽情流连于建筑周围的公共空间。



鼓励社区形成

开发商根据候选者对于社区贡献的兴趣以及DIY过程的互助来选择的第一批住户。尽管建筑结构总体上高标准化，每个独立单元可依私人需求独立设计，从而有助于孕育一个多元化的社区。

Architects: Graft Ltd; Kleihues & Kleihues Ltd; Silvia Carpaneto Architekten; Hütten & Paläste Architekten; Urban Catalyst Ltd



d ECKWERK HOLZMARKT, Berlin

The temporary is the great constant in this architecture. Eckwerk was developed as a dialogue, looking for answers to the social, economic and ecological questions of our times. It sets new benchmarks in the continuum between public life and privacy, recognizing its constant flow and giving full play to residents to close off or open their spaces as they deem fit.

The 5 independently accessible towers provide highly flexible spaces for working and living. The terraced design of the public market space serves as hybrid indoor-outdoor area for co-working spaces. The building typology creates a sense of openness, vistas and breaks down the boundary between house and city, between private and public. Connected by an experience trail, these semi-public spaces offer interaction and relaxation.

LIVE IN HARMONY WITH NATURE

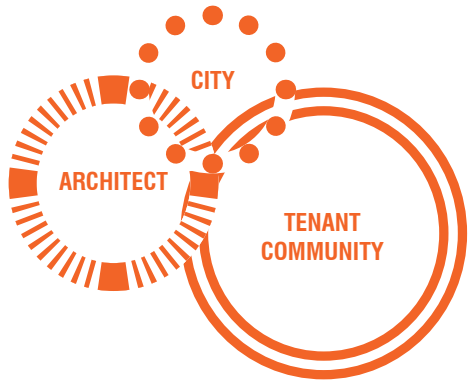
Most roofs and terraces are used as gardens and integrate 2000m2 fish farming and vegetable cultivation. Interior spaces resemble oases.

Combination of technology and materials creates low-emission, energy efficient homes.

The renewable material timber is used wherever possible, from the structural system to the fittings. Natural raw materials are preferred.

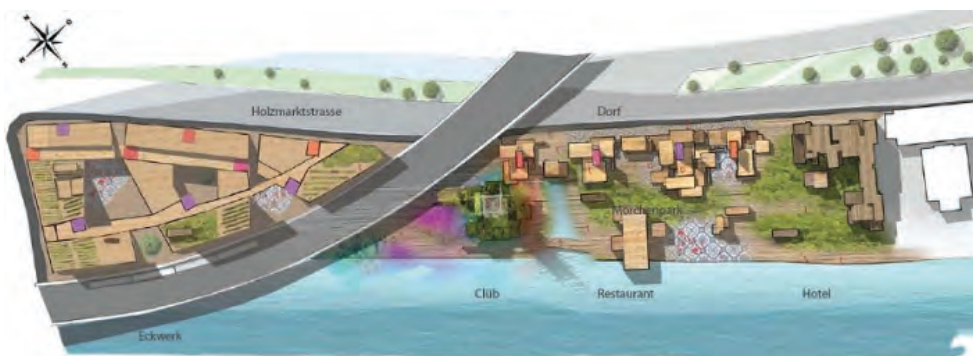
COOPERATIVE SOCIETY

A place of conscious public. It is about spontaneous encounters between students and start-up teams, craftsmen and philosophers, entrepreneurs and visitors. Strolling along the bank of River Spree, visitors can turn onto the site and meander through the buildings on publicly accessible areas.



SUSTAINABLE FINANCING MODEL

The "Association for Urban Creativity" realized an investment and sustainable business model that is fair and transparent. Through participation and control investors and inhabitants strike a balance between creativity and capital.



e 万科泊寓, 上海

“不是一个人的故事-而是一群人的故事”，泊寓的宣传语如是说。该项目由中国房产和物业领军集团万科开发。

许多青年背井离乡，在外求职或者尝试创业，对他们而言，房屋租赁会比购房更加现实。但如果从个体房东租房，则面临在解除合约、增加房租和室内维护方面缺乏法律保障的窘境。泊寓提供价格极具竞争力、设施齐全便利的青年公寓。

在广州塘厦，6座工厂被重新装修并改造成泊寓。一层公共空间包含咖啡厅、健身房、电影院以及会客厅。一座钢桥连接了屋顶的公共厨房、洗衣间和屋顶露台。泊寓要求入住的租客年龄需在18到40岁之间，没有子女，单身或已婚皆可，从而可以更好为租客们提供服务。

万科的泊寓品牌已经扩展到22个城市的60个分店，还有更多的分店正在规划当中。

环保

在一些项目中，改造过程让建筑本身的价值得到提升，同时由于利用现存结构，建筑成本得以降低。高效管理让保养成本也得以减少。



中短期经济租房模式

平价租金让在外打工或者发展事业的租客可以集中精力于自己的事业上。租赁合同受法律保障。

年轻人社区

8个不同的房间类型为拥有不同的预算和品位单身或伴侣们提供多样选择。申请，租赁和额外服务都可通过智能手机app预定，全程公开透明。多功能的共享空间鼓励社区互动。



Photo: Iris Belle



Photo: Iris Belle

e VANKE PORT APARTMENT

"It's not a personal story - It's a story of people" runs the slogan of Port Apartment, the rental apartment brand developed by Vanke, a leading real-estate company and urban development service provider in China.

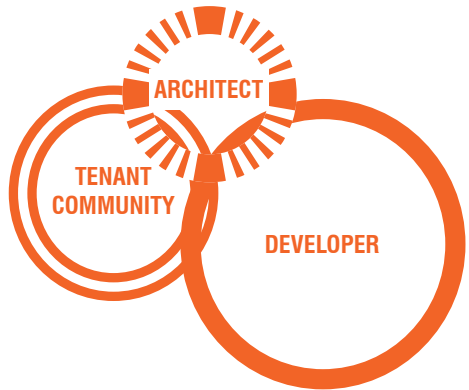
For those under 40 years, who have moved away from their hometowns to take their first job or bootstrap their own business, renting has become more common than purchasing an apartment. But renting from private landlords offers little legal security with respect to cancellation of leases, increase of rents and maintenance of the fit-outs. Port Apartment offers well-equipped rental units with full amenities.

The ground floor areas are used for communal spaces such as counselling, cafe, fitness, cinema and meetup spaces. Inhabitants are by regulation all childless couples or singles between 18 and 40 years of age, which makes it easy to offer activities enjoyed by most.

Vanke's Port Apartment brand has now more than 60 venues in 22 cities, more are coming up.

SERVE YOUNG PEOPLE

8 different room styles cater to singles and couples with different budgets and tastes. Application, renting process and additional amenities are transparent and bookable via smartphone apps. Multi-functional shared space encourages community interaction.



ENVIRONMENTAL SUSTAINABILITY

In some projects, renovation increases value of the existing building stock and keeps construction cost down.

SHORT TO MEDIUM TERM RENT WITH LOW COST

Rent durations give entry level employees and founders flexibility to concentrate on gaining work experience or pursuing own projects before settling down. Rental contracts are legally safe.

02



Photo: Iris Belle

Photo: Iris Belle



Photo: Iris Belle

f 优家魔方公寓, 中国多个城市

优家青年公寓概念于2012年在广州启动, 旨在推动社会联结和培养创业精神。

2017年, 优家发布了第二代产品, 专注于创业公司。

在深圳坂田优家, 一个环形和十字形的屋顶结构囊括了丰富的共享空间。

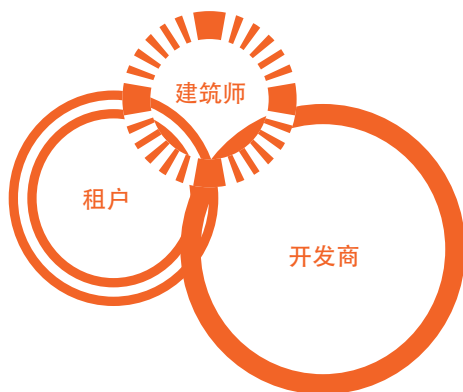
住户可以选择两种不同的户型。好客的住户可选择两卧室户型, 包括两个独立卧室和一个起居室。喜欢独处的住户可选择阁楼户型, 起居室和卧室融为一体。

优家并未期望成为市场上最便宜的租赁公寓。对于大部分租客来说, 优家最大的优势在于业主对于租客的精挑细选。优家会选择特定的群体, 比如杭州的一个项目会特定吸纳高管类型的租客。

如今, 优家已经扩展到8座城市的21个项目, 更多项目正在筹划中。

共享创业资源

专注于创业人口的社区。社区提供了多样活动来活跃住户交流。



平价租金

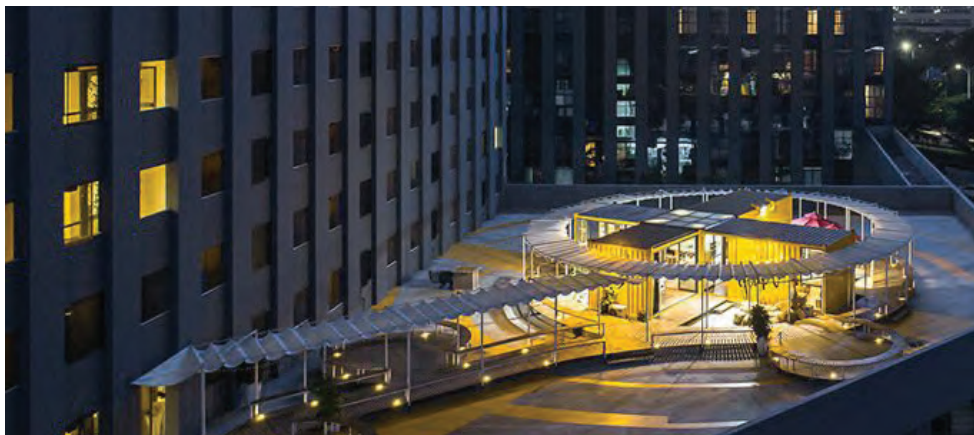
目前，开发商的收入主要来自租金，尽管预期目标是通过提供更多服务来从其他渠道增加收入。青年公寓空间的生活方式显然能激发开发商的灵感，找到问题的答案。

环保

改造现有建筑，对比建造新的结构，可以帮助降低碳排放量。

Architects: officePROJECT 普罗建筑

Photographer: 张超, 常可



f YOU+, Bantian

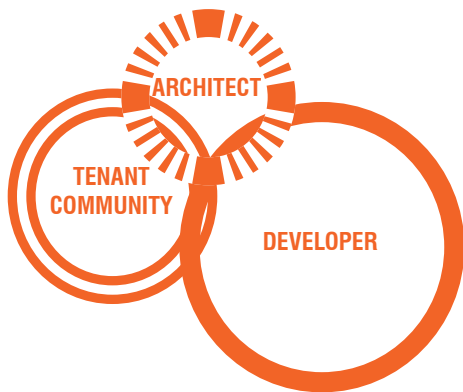
The You+ rental apartment concept was developed to promote social networking and entrepreneurship in 2012 in Guangzhou. In 2017, You+ announced their 2.0 generation product, focusing on startups.

At the Bantian You+ in Shenzhen, a ring and a cross on the podium rooftop host a rich and vivid shared space.

Residents can choose between two unit types. People who like to host guests would opt for a two bedroom unit, with a living room and a separate bedroom; people who prefer being by themselves most of the time may prefer a large loft-like space combining living room and bedroom.

You+ does not make a point to be the cheapest rental apartment brand on the market. For most tenants the added value comes from the carefully cast group of tenants. You+ targets special groups, for example CXOs (higher management officers) at a project in Hangzhou.

Today, You+ has expanded to 21 venues covering 8 cities in China and more coming up.



ENVIRONMENTAL SUSTAINABILITY

Re-using an existing building offers the possibility of reducing the carbon footprint of a building.

LOW COST RENT

Currently, the developer's income is generated through rental cost. Target though is to offer services and bring in money from other sources. Co-living shall help to find out, which services these might be.

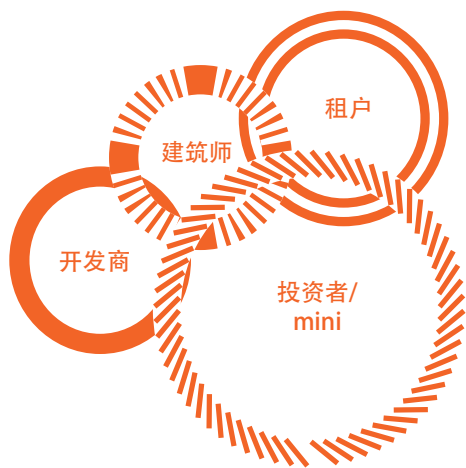
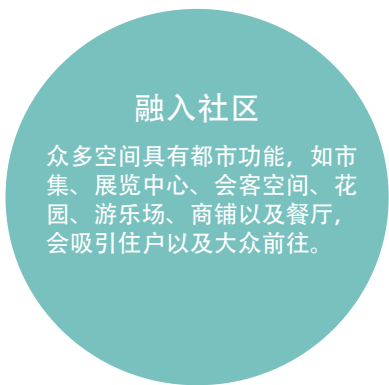
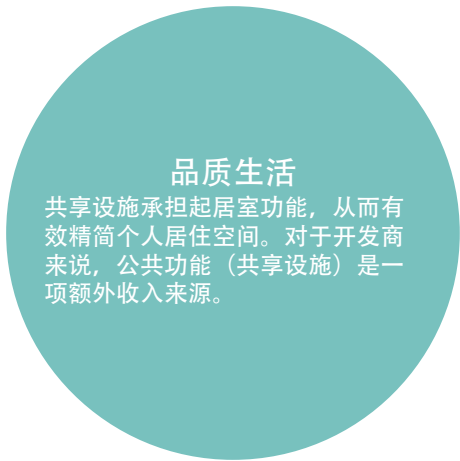
Architects: officePROJECT 普罗建筑

Photographer: 张超, 常可



g MINI CO-LIVING, 上海

将一栋废弃造纸厂改造为共享居住和办公空间。Mini以社区为中心的方法重新利用并升级改造了上海一块高密度城区用地，通过提供宽敞的办公、居住及社区活动空间来使项目品质最大化。个人居住空间紧凑，公共区域相当开阔。社区邻里可在公园、参观、商店和操场交流互动。租期可长可短，租户还可通过提供一系列服务，如共享汽车、工作间，来从中获利。餐厅预定、房间清理、服务预约、食品订购和交通服务均实现电子化。



环保

模块化的室内空间极具灵活性；
使用可回收建筑材料；
屋顶设有都市农场以及雨水收集装置；
共享汽车也有效减少了停车空间和购车需求。

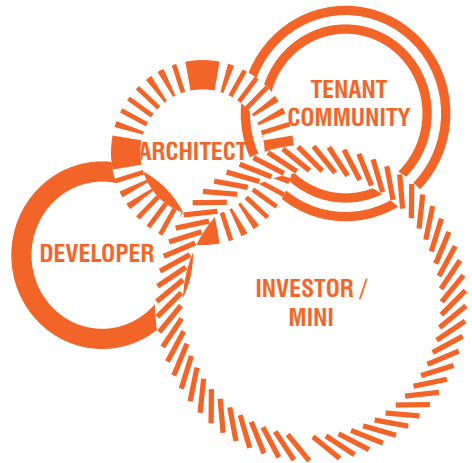


g MINI CO-LIVING, Shanghai

A decommissioned paint factory turns into a space for co-living and working. Mini's community-centered approach re-uses and upgrades a high-density urban site in Shanghai and maximizes quality, by offering generous space for working, living and community interaction. Individual units are spatially compact, public areas lavish. In public parks, restaurants, shops and playgrounds residents and people from the neighborhood will meet. Rental periods can be short, medium and long-term and residents can profit from a variety of services such as bookable workspace and carsharing. Digital services include restaurant reservations, room cleaning and service booking, food ordering and transportation.

ENGAGEMENT WITH COMMUNITY

Spaces with urban functions like food markets, exhibition area, lobbies for socializing, gardens, play areas, shops and restaurants attract the public as well as residents.



ENVIRONMENTAL SUSTAINABILITY

Modular interior space allows flexibility; use of recyclable construction materials; rooftop farming and rain water collection.

Access to carsharing reduces need for parking spaces and car ownership.

QUALITY OF LIFE

Shared facilities serve as a living room outside the unit and make it possible to reduce space of the individual unit. For the developer, public functions are an additional source of revenue.

02



h 窝趣, 中国城市

窝趣市场瞄准的是90后白领市场, 以及为“金领”们提供商业便利及轻奢生活。相比于购房市场, 该商业模式更看好房屋租赁的潮流。然后, 合适的出租房在现今爆炸式增长的中国超大城市中越来越难以寻觅。窝趣提供私人精装房间, 包括浴室、厨房和洗衣机。住户会共享健身房, 会客室, 和方便网络购物的自动储物箱。

申请者必须年龄低于35岁, 无子女, 还需填写一个问卷调查并通过正式面试。

尽管比类似尺寸的普通租赁房贵20%, 窝趣项目具有极强社交性, 因而受到市场青睐。

2016年, 窝趣的母公司, 铂涛, 中国最大的商业酒店品牌之一, 于广州, 北京和杭州打造了三个共享空间。还有32个新的项目正在筹划。

人脉机会

瞄准特定年龄群体和年轻企业家。注重提供互动社交平台。大型的公共多功能空间让多元化的活动得以开展。



经济适用&社交属性

成熟的酒店管理模式被引入窝趣的青年公寓中，方便高效管理及品牌扩张。这种全新居住方式，类似高级学生公寓，为新一代青年量身打造，特别是那些无法马上购房或者迫于家庭逼婚压力的年轻人。

环保

共享设施和紧凑的私人空间能够降低潜在能源和材质消耗。



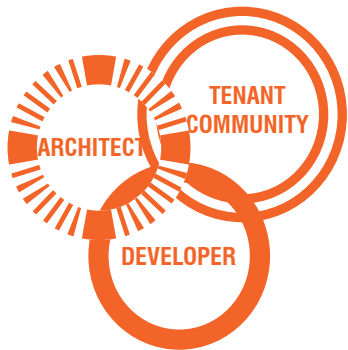
h WOWQU, Diverse Chinese Cities

Wowqu targets either the post-1990 generation's white-collar employees or offers business accommodation and luxury lifestyle for their "gold-collar" peers. The business model hinges on the trend to rent for a period of time, rather than buying an apartment to settle down. However, finding a space to rent is becoming more and more difficult in the booming Chinese megacities. The Wowqu projects offer fully furnished private rooms with bathroom, kitchen and washing machine. The gym, meeting rooms and automated ecommerce lockers, allowing young Chinese residents to engage in their favorite online shopping, are shared.

Applicants must be under 35 years of age, have no children, fill out an extensive questionnaire and undergo a formal interview.

Even though 20% more expensive than similarly sized rooms in ordinary apartment buildings, the places are popular because they make social networking easy.

Plateno, one of China's biggest hotel groups, launched three co-living spaces, in Guangzhou, Beijing and Hangzhou in the year 2016. 32 additional developments are planned.



AFFORDABLE & SOCIAL LIVING

Hotel management strategies are applied to WOWQU apartments to make management more efficient and allow for rapid expansion through franchising. The new kind of accommodation, resembling luxury student halls, is designed to meet the needs of a new generation of young Chinese who can't afford to buy an apartment but want to escape parental and societal pressures to get married.

NETWORK OPPORTUNITIES

Targeting specific age group and entrepreneurial visionaries. Aiming to provide networking platform. Large shared multifunctional spaces where diverse activities can be enjoyed together.



技术细节

TECHNICAL FACTS

a SPREEFELD

建筑: 三栋楼房综合体
地点: 柏林
建筑师: CARPANETO.SCHÖNINGH
ARCHITEKTEN; FATKOEHL ARCHITEKTEN;
BARARCHITEKTEN
开发商: SPREEFELD BERLIN EG
(未来租户)
占地面积: 7 400 M²
建筑面积: 10 000 M²
住宅单元数量: 65
住宅单元面积: 180 - 820M²
共享面积: 330室内/ 400 室外
商用单元数量: 10
商用面积: 1 500 M²
每平米建筑成本: 1800 欧元
每平米地价: 340欧元
项目启动时间: 2007年
竣工迁入时间: 2014年

a SPREEFELD

ARCHITECTURE:
COMPOUND WITH 3 BUILDINGS
LOCATION: BERLIN
ARCHITECTS: CARPANETO.SCHÖNINGH
ARCHITEKTEN; FATKOEHL ARCHITEKTEN;
BARARCHITEKTEN
DEVELOPER: SPREEFELD BERLIN EG
(THE FUTURE TENANTS)
SITE AREA: 7 400 M²
TOTAL GFA: 10 000 M²
NUMBER OF RESIDENTIAL UNITS: 65
SIZE OF RESIDENTIAL UNITS: 180 - 820 M²
SHARED AREA: 330 INDOOR / 400
OUTDOOR
NUMBER OF COMMERCIAL UNITS: 10
COMMERCIAL AREA: 1 500 M²
CONSTRUCTION COST PER M²: 1800 EUR
PRICE PER M² LAND: 340 EUR
PLANNING START: 2007
MOVE IN: 2014

b QBUS

建筑: 综合体
地点: 杜塞尔多夫
建筑师: WERK.UM ARCHITEKTEN GBR
开发商: REPPCO, KLEVE
占地面积: 4,000 M²
建筑面积: 4,000 M²
开放空间面积: 2,400 M²
住宅单元数量: 28
住宅单元面积: 80 - 160 M²
整合在内的社区用房: 120 M²
竣工迁入时间: 2017年

b QBUS

ARCHITECTURE: COMPOUND
LOCATION: DÜSSELDORF
ARCHITECTS: WERK.UM ARCHITEKTEN GBR
DEVELOPER: REPPCO, KLEVE
SITE AREA: 4,000 M²
GFA: 4,000 M²
OPEN SPACE: 2,400 M²
NUMBER OF RESIDENTIAL UNITS: 28
SIZE OF RESIDENTIAL UNITS: 80 - 160 M²
INTEGRATED COMMUNITY HOUSE: 120 M²
MOVE IN: 2017

c GRUNDBAU & SIEDLER

建筑: 综合体

地点: 汉堡

建筑师:

BEL SOZIETÄT FÜR ARCHITEKTUR BDA

开发商:

PRIMUS DEVELOPMENTS GMBH

占地面积: 965 M²

建筑面积: 1,670 M²

住宅单元数量: 8 - 12

住宅单元面积: 30 - 150 M²

每平米建筑成本: 2,500 - 2,300 欧元; 取

决于DIY程度

竣工迁入时间: 2013年

所获奖项:

UNIVERSAL DESIGN AWARD 2013,

UNIVERSAL DESIGN CONSUMER FAVORITE

2013, DEUTSCHEN ARCHITEKTURPREIS 2013

c GRUNDBAU & SIEDLER

ARCHITECTURE: COMPOUND

LOCATION: HAMBURG

ARCHITECTS:

BEL SOZIETÄT FÜR ARCHITEKTUR BDA

DEVELOPER:

PRIMUS DEVELOPMENTS GMBH

SITE AREA: 965 M²

TOTAL GFA: 1,670 M²

NUMBER OF RESIDENTIAL UNITS: 8 - 12

SIZE OF RESIDENTIAL UNITS: 30 - 150 M²

CONSTRUCTION COST M²: 2.500 - 2.300

EURO DEPENDING ON VOLUME OF DIY

MOVE IN: 2013

AWARDS:

UNIVERSAL DESIGN AWARD 2013,

UNIVERSAL DESIGN CONSUMER FAVORITE

2013, DEUTSCHER ARCHITEKTURPREIS 2013

d ECKWERK HOLZMARKT

建筑: RESIDENTIAL, OFFICE

地点: 柏林

建筑师:

GRAFT LTD; KLEIHUES + KLEIHUES LTD;

DEVELOPER: GENOSSENSCHAFT FÜR

URBANE KREATIVITÄT

占地面积: 6000 M²

建筑面积: 35,000 M²

住宅单元数量: 500 ; 供学生住宿

竣工迁入时间: 正在建设

相邻的 MÖRCHENPARK 设计者为:

SILVIA CARPANETO ARCHITEKTEN;

HÜTTEN & PALÄSTE ARCHITEKTEN;

URBAN CATALYST LTD, BERLIN;

d ECKWERK HOLZMARKT

ARCHITECTURE: RESIDENTIAL, OFFICE

LOCATION: BERLIN

ARCHITECTS:

GRAFT LTD; KLEIHUES + KLEIHUES LTD;

DEVELOPER: GENOSSENSCHAFT FÜR

URBANE KREATIVITÄT

SITE AREA: 6000 M²

TOTAL GFA: 35,000 M²

NUMBER OF RESIDENTIAL UNITS:

500 STUDENTS WILL LIVE THERE

MOVE IN: UNDER CONSTRUCTION

ADJACENT MÖRCHENPARK DESIGN BY:

SILVIA CARPANETO ARCHITEKTEN;

HÜTTEN & PALÄSTE ARCHITEKTEN;

URBAN CATALYST LTD, BERLIN;

e 万科泊寓

建筑: 公寓综合体

地点: 广州塘厦

开发商: 广州万科房地产有限公司

住宅单元数量: 约395

住宅单元面积:

15M²- 20M²

f 优家魔方公寓

建筑: 公寓综合体

地点: 深圳坂田

建筑师: OFFICEPROJECT

开发商: 小米/雷军, 时代地产集团

住宅单元面积: 约 35 M²

竣工迁入时间: 2017 年

所获奖项: 由快公司 (FAST COMPANY)

评选的中国最佳创新公司50强

e VANKE PORT APARTMENT

ARCHITECTURE:

COMPOUND OF APARTMENTS

LOCATION: SHANGHAI

DEVELOPER:

VANKE REAL ESTATE CO., LTD.

NUMBER OF ROOMS: 395

SIZE OF RESIDENTIAL UNITS:

15M²- 20M²

f YOU+ AT BANTIAN

ARCHITECTURE:

COMPOUND OF APARTMENTS

LOCATIONS: BANTIAN, SHENZHEN

ARCHITECT: OFFICEPROJECT

DEVELOPER:

XIAOMI/LEI JUN, TIMES PROPERTY

SIZE OF RESIDENTIAL UNITS: AROUND 35 M²

MOVE IN: 2017

AWARD: CHINA'S TOP 50 INNOVATION

COMPANY BY FASTCOMPANY

g MINI CO-LIVING

建筑: 公寓, 办公室及休闲空间

地点: 上海

开发商:

盛煦房地产投资有限公司

住宅单元面积: 30 M²

住宅单元房租:

8,000 - 10,000 元/ 月

竣工迁入时间:

2017年底开始建设

g MINI CO-LIVING

ARCHITECTURE:

APARTMENTS, OFFICES & LEISURE SPACE

LOCATION: SHANGHAI

DEVELOPER:

NOVA PROPERTY INVESTMENT CO

SIZE OF RESIDENTIAL UNITS: 30 M²

RENTAL PRICE PER UNIT:

8,000 - 10,000 RMB / MONTH

MOVE IN:

CONSTRUCTION STARTED END 2017

h 窝趣

建筑: 公寓综合体

地点: 广州、深圳、上海、北京、杭州、

重庆

建筑师: JT CONCEPT

开发商: 铂涛集团

投资方: 58同城

住宅单元数量: 150

住宅单元面积: 25M²

竣工迁入时间: 第一家于2005年在广州

开业

所获奖项: 2016年度集中式长租公寓最具影响力品牌

h WOWQU

ARCHITECTURE:

COMPOUND OF APARTMENTS

LOCATION: GUANGZHOU, SHENZHEN,

SHANGHAI, BEIJING, HANGZHOU,

CHONGQING

ARCHITECTS: JT CONCEPT

DEVELOPER: THE PLATENO GROUP

INVESTOR: 58.COM

NUMBER OF ROOMS: 150

SIZE OF RESIDENTIAL UNITS: 25M²

MOVE IN: FIRST BRANCH IN GUANGZHOU,


OPENED 2015

AWARDS: 2016 THE MOST INFLUENTIAL

BRAND IN CENTRALIZED RENTING

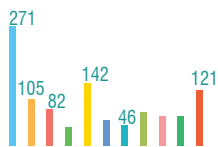
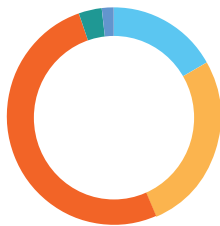
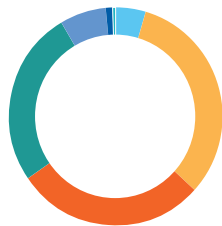
APARTMENT





中国居民怎么想：
源自网络问卷的
1000份生活偏好

**What Chinese Citizens Think:
1,000 Living PREFERENCES
ACCORDING TO ONLINE SURVEY**



调查对象

性别

女	405
男	652

年龄

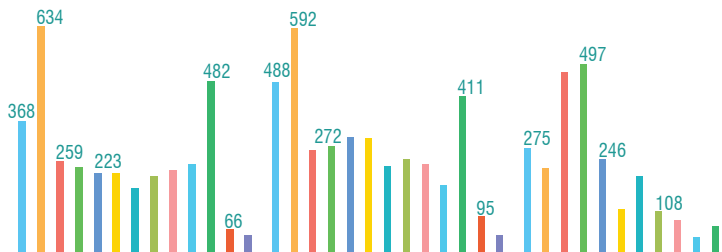
18—25	4%
26—30	32%
31—40	29%
41—50	26%
51—60	7%
60—上	1%
18—下	0.5%

最高学历

高中以下	17%
高中	27%
学士学位	51%
硕士学位	4%
博士学位	2%

Household members

childless couple	271
couple w/one child	105
couple w/ two children	82
alone	39
one flatmate	142
two flatmates	49
three flatmates	46
four or more flatmates	77
with parents	65
with big family	64
other	121



共享

会接受您邻居的哪些帮助

帮忙采购/网购	368
代收快递	634
解决IT问题	259
照看宠物	238
照看植物	223
照看儿童	224
家庭作业指导	182
烹饪	232
修理东西或自行车	250
授课 (舞蹈、烹饪、手工艺、园艺、语言)	250
聆听我问题并接指导	482
其他	66
无	47

提供何种帮助

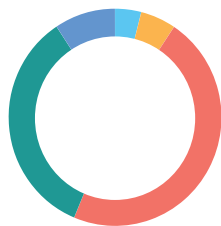
帮忙采购/网购	448
代收快递	592
解决IT问题	272
照看宠物	279
照看植物	304
照看儿童	299
家庭作业指导	228
烹饪	244
修理东西或自行车	231
教课 (舞蹈、烹饪、手工艺、园艺、语言)	177
聆听他人问题并给予帮助或指导	411
其他	95
无	47

与邻居共享何种房间/设施

修理物件和制作	275
手工的工作坊	224
书房和共享办公室	478
健身房	497
交谈、电影放映、娱乐等的活动空间	246
菜园	113
会客室	202
儿童游乐室	108
厨房	84
洗衣/干衣房	42
其他	68
无	0

对现居住环境有多满意?

一点也不满意	4%
不满意	5%
一般	47%
满意	34%
非常满意	9%



问卷调查

为了了解潜在居民的观念和偏好，我们设计了一份网上问卷，并收集了1000份深圳居民的回答。中国深圳以其房产管理创新及多元人口结构而闻名。

调查对象

1. 性别
2. 年龄
3. 教育背景
4. 家庭成员数量

空间及共享偏好

5. 理想通勤距离
6. 乐于接受帮助
7. 乐于提供帮助
8. 乐于共享空间
9. 对社区生活和共享现状满意

维度及自身规划偏好

10. 预计家庭规模
11. 期望与多少单元共享
12. 期望与谁共享

消费习惯

13. 月支出前三项消费种类

可持续性预算

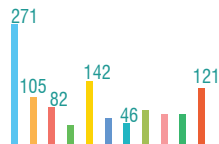
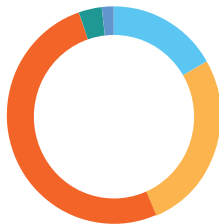
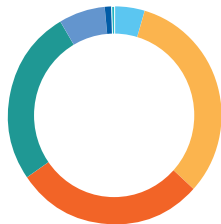
14. 科技投资意愿

共享预期

15. 共享的理由

空间使用及隐私

16. 白天使用频率最高的三种房间
17. 最渴望的三种户外空间
18. 烹饪习惯及厨房使用
19. 愿望单：需要何种公共空间？
20. 乐于在公共空间与邻里交流
21. 最担心与邻居产生冲突的领域
22. 对隐私现状的满意度



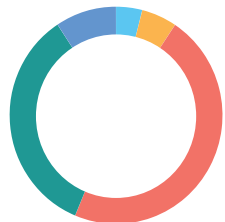
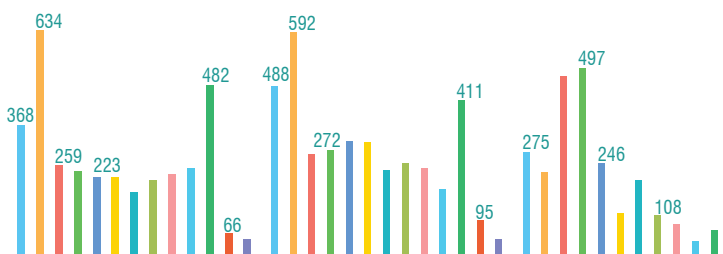
Respondents

Gender
 Women 38%
 Men 62%

Age
 below 18 4%
 18—25 32%
 26—30 29%
 31—40 26%
 41—50 7%
 51—60 1%
 over 60 0.5%

Education
 below highschool 17%
 highschool graduate 27%
 bachelor's degree 51%
 master's degree 4%
 PhD degree 2%

Household members
 childless couple 271
 couple w/one child 105
 couple w/ two children 82
 alone 39
 one flatmate 142
 two flatmates 49
 three flatmates 46
 four or more flatmates 77
 with parents 65
 with big family 64
 other 121



Sharing

Happy to accept help
 with grocery shopping 368
 mail-order packages 634
 IT problems 259
 look after pets 238
 look after plants 223
 look after children 224
 homework tuition 182
 cook 213
 fixing stuff 232
 taking classes (dance, cooking, handicraft, gardening, languages) 250
 listen to my problems, receive mentoring 482
 others 66
 none 47

Happy to offer help
 with grocery shopping 448
 mail-order packages 592
 IT problems 272
 look after pets 279
 look after plants 304
 look after children 299
 homework tuition 228
 cook 244
 fixing stuff 231
 taking classes (dance, cooking, handicraft, gardening, languages) 177
 listen to my problems, give mentoring 411
 others 95
 none 44

Happy to share space
 workshops for repairing stuff and handicrafts 275
 study rooms and co-working spaces 224
 fitness rooms 478
 event space for talks, movie screenings, etc 497
 edible garden 246
 guest rooms 113
 children's play rooms 202
 common kitchen 108
 laundry room 84
 storage space 42
 others 68
 none 0

Happiness with sharing now
 very unsatisfied 4%
 unsatisfied 5%
 neutral 47%
 satisfied 34%
 very satisfied 9%

To obtain opinions and preferences of potential residents we designed an online questionnaire and sent it to over 1,000 residents of the city of Shenzhen, a place in China known for its innovation in real estate regulations and its challenging demographic mix.

Questionnaire

Respondents

1. Gender
2. Age
3. Education
4. Household members

Preferences of location and sharing

5. Preferred commuting distances
6. Happy to accept help
7. Happy to offer help
8. Happy to share space
9. Happiness in current situation with community and sharing

Preferences of dimensions and own planning

10. Planned family size
11. Willing to sharing with how many units
12. Willing to sharing with whom

Spending habit

13. Three largest spending categories in monthly finance

Budget for sustainability

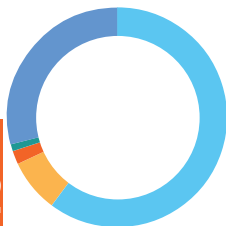
14. Willingness to investment in technology

Expectations towards sharing

15. reasons for sharing

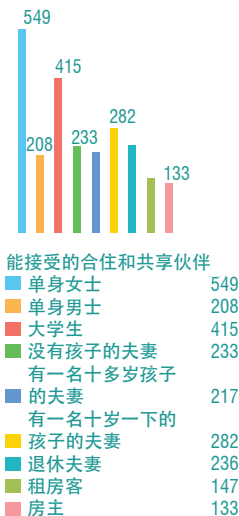
Use of spaces and privacy

16. Top three rooms most used during the day
17. Top three desired outdoor spaces
18. Cooking habits and use of kitchen
19. Wish list: what common space would be needed?
20. Happy to meet neighbours in these spaces
21. Most feared conflict areas with neighbours
22. Happiness in currently situation with degree of privacy



与多少个家庭/户共向上述房间?

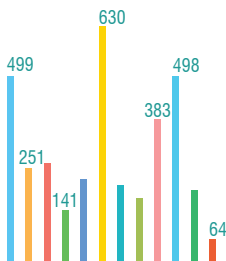
5个家庭/户	60%
10个家庭/户	8%
20个家庭/户	2%
50个家庭/户	1%
设施可向邻居开放	29%



保持小规模社区

关于社区规模及同谁共享的问题上观点不一。60%认为社区规模要在给定范围内尽可能小，小至五户。四分之一受访者不介意向大众开放设施。

约40%受访者乐于花时间指导他人及帮他人答疑解惑。
共享才智



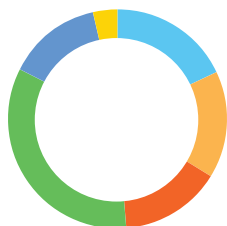
预算

年度花费主要领域

房租	499
买房储蓄	251
房贷	264
托儿	141
养老金计划	224
医疗费	630
饮食	205
体育健身	173
奢侈品	383
交通 (包括私家车)	498
爱好、娱乐及度假	194
资助家庭成员	64

您会在技术与服务领域分配多少资金?

公平共享的监控技术 (谁用了多少及谁贡献了多少), 共享服务或设施的质量, 以及可靠性 (预约被取消有多频繁、被谁)。	18%
节能房屋技术, 如太阳能光电板、太阳能热水器、克在冬天供暖的垃圾焚烧设施。	16%
施能在室内清除环境污染的房屋技术, 如集成净水系统、集成空气净化系统、特殊墙漆等。	14%
改善日常生活的服务, 如全部住户的医疗保健服务、托儿服务、拼车服务、上门包裹递送服务、咖啡外送服务等。	34%
无	14%
我会将预算全部或一部分花在其他事项上或完全不花。	4%



共享的动力

减少我的租房开支。	34%
租房开支不变, 但通过与邻居共享减少其他项目开支。	19%
如果我能得到邻居帮助或更好的设施, 我愿意花更多房租, 因为这使我生活更方便、更开心、节约时间或给予我安全感	47%

宜居城市

约半数受访者称他们共享生活的主要动力在于从邻里获取帮助，或是能够使用一些公共设施，从而便利生活、节约时间、增进安全带来愉悦。他们的动机并非共享本身。受访者表示愿意付出更高价格。

居民并不十分倾向于在节能和环保材料方面投资。受访者更乐于为全家医保、儿童照料、共享车位、入户快递及咖啡邮购买单。

生态可持续
vs.
生活品质

80%的受访者对目前邻居表示满意或一般。

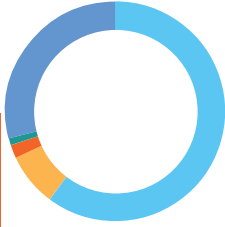
并不惧怕社区

明智和公平地
共享

受访者乐于提供的服务略少于他们乐于接受的。约五分之一愿意投资技术设备来监控共享内容的品质。其他则愿意在节能和环保材料领域投资，大多数人愿意在医保方面投资。

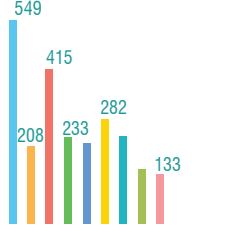
最受欢迎的共享空间是健身房和多功能会议室。工作间和联合办公室位列第三第四，受欢迎度比前两名少一半。

空间共享



Sharing with how many households

5 households	60%
10 families/flats	8%
20 families/flats	2%
50 families flats	1%
facilities could be open to the neighborhood	29%

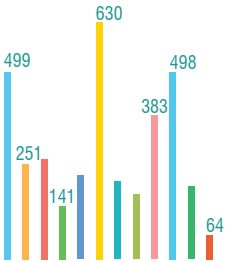


Sharing with whom

single women	549
single men	208
university students	415
couples without children	233
couples with teenage children	217
couples with young children	282
retired couples	236
tenants	147
owners	133

KEEPING THE COMMUNITY SMALL
 Ideas about the size of the collective with whom to share facilities diverge. 60% prefer to keep it at the smallest given size of 5 households. One forth would not mind to open facilities to the wider neighborhood.

Mentoring and listening to others problems is something 40% of respondents would spend time on.
TALENT SHARING



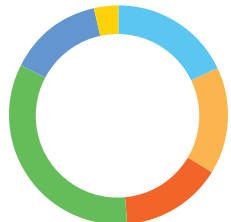
Budget

Spending habits

rent	499
saving for a home	251
mortgage	264
childcare	141
pension plan	224
medical expenses	630
meals	205
sports and fitness	173
luxury items	383
transport/car	498
hobbies and holidays	194
financial support for family members	64

Willingness to invest in technology

Technology that monitors fairness of sharing (who uses how much and who contributes how much), the quality of the services or facilities shared, and the reliability (how often is a commitment cancelled and by whom).	18%
Building technology that helps save energy, like photo-voltaic panels that produce energy from the sun, panels that use the sun to heat water, a facility that can burn trash that can be used for heating in winter.	16%
Building technology that eliminates environmental contamination from inside your flat, like integrated water purification system, integrated air purification system, special wall paint	14%
Services that make my daily live easier like healthcare package for all residents of my house, child care, shared carpool, package delivery from the doorman to flat, coffee delivery, etc.	34%
None of the above.	14%
I would rather spend on something else.	4%



Motivation for sharing

Reduce rent/mortgage	34%
Keep spending the same on rent/ mortgage as before but save on other expenses by sharing with neighbors.	19%
Pay more rent/mortgage if I can get services from neighbors or better facilities that make life more convenient, happier, save me time or give me a feeling of safety.	47%

LIVEABLE CITY

Almost half of the surveyed state as their main motive for collective living obtaining services from neighbors or access to facilities that make life more convenient, happier, save me time or give them a feeling of safety. Their motive is not sharing, they claim they would even be willing to pay more.

Residents are less willing to spend on energy saving or ecologically tested material. The surveyed would rather spend on a healthcare package for all household members, child care, shared carpool, package delivery from the doorman to flat, and coffee delivery.

**ECOLOGICAL
SUSTAINABILITY
VS.
WELL BEING**

80% of the surveyed are either happy or indifferent towards their current neighbors.

NOT AFRAID OF COMMUNITY

**SHARING
SMART & FAIR**

The surveyed would render slightly less services than they would be willing to accept. About one fifth would spend money on technology that can monitor the quality of the shared content. Others would spend on energy saving, ecological materials, the majority on healthcare.

The most popular spaces for sharing are: fitness rooms, and multi-functional event spaces. They are twice as popular as maker spaces and co-working spaces, the next popular two categories.

SHARING SPACE



专家怎么想：
小组讨论会上
17名专家的观点

**What Professionals Think:
OPINIONS OF 17 EXPERTS
at Focus Group Event**





共享内容？除了隐私，皆可共享。私人空间设计同样重要。

共享方式？共享联结个人，但这需要一些共识作为前提：文化或是艺术！

“弹性安全”：人们希望灵活性与安全性可以兼得。

密度？短租情况下，人们对密度更加包容。

建筑师

成本？从房地产抽离投资并投入更具流动性的资产当中，人们从而能够更加放心地共享空间了。

城市规划者

谁？拥有相同背景的人或许更容易在共享内容和规则上达成一致。

任何年龄段群体都有可能。价格将决定目标群体。

内容？共享的内容是关键，但无法标准化。建筑需要适应年龄和生活环境所带来的变动需求。

时长？长期！社区需要时间来发展并成熟。

长期便于控制和管理。

成本？在当下以至未来，低成本更为重要。

社区融入？与邻里/传统住宅共享设施

与谁？拥有15年租赁合同的房产拥有者伙伴（可认为是长期）。

房地产开发商

法律？建立展示项目。关注社会回报、环境外部性和创造就业。与现有政府规划进行整合。

政策专家

谁？关于资源拥有匹配供需的人们

社会企业家



WHAT? Anything can be shared **except privacy**. Design of private space is just as important.

HOW TO SHARE? Sharing connects people but there needs to be a common ground: **culture or the arts!**

‘**Flexicurity**’ - people want flexibility and security at the same time.

DENSITY? Density is more acceptable or even beneficial if temporary.

The Architect

Cost? **Detach investment in real estate** but offer investment in other more liquid assets. Then people could share spaces with more ease of mind.

The Urban Planner

WHO? People with matching needs and demands for resources.

The Social Entrepreneur

WHO? People with the **same background** may find it easier to agree on **content and rules for sharing**.

All age groups are possible. **Price will determine target group**.

WHAT? **Content of sharing** is the key, but **cannot be standardized**. Building needs to accommodate changing needs with **age and life circumstances**.

HOW LONG? **Long term!** A community needs time to develop and stabilize.

Long-term is **easier to control and manage**.

COST? **Low-cost** is more relevant to social needs today and in the future.

INTEGRATION? **Share facilities** with neighborhood/conventional housing.

WITH WHOM? **Partner with building owner** through 15-year lease term (considered long-term).

The Real-Estate Developer

Legal? Create a **demonstration project**. Focus on **social return, environmental externalities and create employment**. Integrate it with existing government planning.

The Policy Expert



价值命题

02

“共享社区并非只是共享空间，还包括共享价值和兴趣，是以人为本的。共享社区的最大价值在于以平价提供更美好的生活。”

房地产开发商

“共享项目中95%的建筑利用的是现存建筑。现在是时候重新运用共享的概念把之前失败的建筑项目重新投入社会使用中去了。”

建筑师



Value Propositions

02

“Shared community is not just about the shared space, but also about shared values and interest, it is about the people! The gold (value) of shared community is to offer better life at an affordable price.”

The Real-Estate Developer

“95% of all architecture for sharing has already been built before. Now it is time to reuse the concepts and put failed construction projects to social use.”

The Architect



洞见与潮流
创造商业案例

**INSIGHTS AND TRENDS
CREATE THE BUSINESS CASE**



03
社区/参与
(客户关系, 渠道)

共享

未来居民通过朋友推荐加入社区。大多数项目是自下而上建立的, 需要参与者从初期规划阶段就开始集思广益。汉堡的Grundbau & Siedler采访了申请人, 并对其进行了宣传。Eckwerk进行了项目展示。

空间, 合住的愿景, 成本, 服务, 专业知识。共享是自主决定、自发管理的。

通过网上、地铁上广告以及朋友推荐。通过面对面谈话或问卷调查形式进行选择。

空间, 鼓励, 成本得以共享, 但成本共享较不透明。共享的平台和内容种类是预先给定的。

网上问卷

网上问卷主要适用于反映学生、单身或初入职场且尚无子女的已婚青年这一群体的需求。

其所表达的需求反映了我们在中国案例研究中所体现的现状：

- 健身房
- 活动空间
- 菜园

有些人的设想并未局限于当下需求：

- 儿童游乐设施
- 工作间
- 自习室和联合办公空间

有20%的人认为监督公平共享的软件有帮助。

内容方面，共享需求最高的是门房服务（60%），其次是监督（40%）以及德国案例中的许多共享措施（20%）。监督是否成功可能最难衡量；专业指导要求指导者和受指导者之间存在知识和经验差距，这意味着居民年龄或收入存在差异。

小组讨论会

居民多元化被视为解决中国未来社会文化问题的机遇。

有的建议认为应在确保隐私程度的前提下尽可能减少私人空间。

希望建立机制来组织和监督社区，及时发现违背社会文化道德的不文明行为。

小组讨论会并未给出关于共享内容的建议，认为其需由个人自主决定。

03

Community/Participation
(Customers relations,
Channels)

Future residents join the community via **recommendation or friends**.

Most projects created bottom-up and **require participation from idea phase on**.

Grundbau & Siedler in Hamburg **advertised and interviewed applicants**.

Eckwerk has a **project pitch**.

Advertisement online, in the subway and through friends. Selection according to **face to face or questionnaire interviews**.

Sharing

Space, visions of living together, cost, services, professional knowledge. **Sharing is self-determined, self-organized**.

Space, inspiration, and costs are shared but cost-sharing is less transparent. **Platforms for sharing and categories of content are pre-determined**.

Online Survey

Online survey only suitable to capture the needs of **mainly single or married childless entry-level employees or students**.

Demands expressed **reflect what we see realized in the Chinese case studies**:

- fitness rooms,
- event space
- edible garden

Some think **beyond a life-stage solution** and demand

- playrooms for children,
- maker spaces,
- study rooms and co-working spaces.

Software that monitors fairness of sharing is something 20% would spend money on.

In terms of content, sharing demands are highest for concierge services (60%), then mentoring (40%) and to the kind of sharing practiced in many of the German cases (20%). Successes of mentoring are probably hardest to measure and mentoring also requires a gap in knowledge and experience between mentor and mentee, which would point to a mixed-age/income group of residents.

Focus Group Event

Diverse mix of residents seen as an opportunity to **solve socio-cultural issues** of China's future.

Suggestion to reduce private space as much as possible, without compromising comfortable privacy.

Demand for system to organize and monitor community to detect socio-culturally undesirable behaviors.

Focus group did not give any opinions about the content of sharing. Said this would have to be determined individually.

03 投资/可负担性

比商品房便宜，社区可为个体补贴。

通常比其它选项更经济实惠。

所有权

购买或租赁皆可。

只可租赁。

时长

预期终生居住。

中短期解决方案。

环保性

节约能源和资源，环保建材

通过改造现有建筑和共享来节约资源和空间。

规模

小到中等规模的私人项目。

规模经济（越大越便宜），多个项目拥有一致的设计和社区重点。

评估

重复方式，而非设计或社区重点。

共享质量被视为比成本更为重要。

并不强调业主和租户的差别。事实上，性别、年龄和家庭状况更为重要。

相比环保性，多数人更愿意在其他领域投资。

观点呈两极分布，支持最小规模的选项（与5户共享）或最大规模选项（向大众开放）。

明确表示低成本模式是创新性突破。但位置需求随群体不同而不同，对某些群体而言是至关重要的。位置需求或将推高购买或租赁价格，需进一步审视位置优势能否弥补住户开销。

认为15年期限的租赁合同是最可行的选项。

社区成长需要时间。支持长期。

关心联合办公空间的经济可行性，认为可从200张桌子向上扩大规模尝试。

鼓励探索可私人订制、满足不同收入居民不同需求的模块化空间。

Aspects

Germany

Case Studies

China

Investment / Affordability

Cheaper than commercial, **community can subsidize individual members.**

Usually **cheaper** than other offers.

Ownership

Owning or renting possible.

Only renting possible.

Duration

Planned **for life-time.**

Stage-of-life solution.

Environmental Friendliness

Energy /resource-saving, healthy building materials

Resource and space saving through sharing and through **adapting existing building.**

Scale

Individual projects **small to medium scale.**

Economies of scale (the bigger the cheaper), multiple projects with **identical design and community focus.**

Scaling

Repeating the method but not the design and community focus.

Online Survey

Focus Group Event

03

Quality of sharing was seen as more important than cost.



No bias towards fellow residents between owners or renters. In fact gender, age and family status are more important.



Majority would spend budget on other features than environmental friendliness.



Answers split between the smallest choice (sharing with only 5 households) or the largest (keep it open to the neighborhood).



Saw clearly a low-cost model as an innovative break-through. But also mentioned that location needs are different and for each group and for some crucial. Location needs may push purchasing or renting costs and it needs to be seen if the location benefits can compensate for them.



Saw **renting** under a 15-year property lease term for entire estate as the most feasible option.



Said community can only grow over time. In favor of **long-term**.



Concerned about economic viability of co-working spaces estimated to start from 200 desks upwards.



Encouraged to think about modular spaces that can be mass customized, to meet differing needs across resident groups economically.

8 关键合作伙伴



拥有土地、尝试推动住房供给多样化的市政府

希望为员工提供集体住宅的大企业

拥有地产渠道和金融资本渠道的房地产公司

7 关键活动



产生社区共创未来

讨论社区身份及共享方案

建筑及户外空间设计

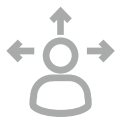
2 独特价值命题



集体建筑为共享更多设施和服务提供便利

个性化定制：可根据需求进行变更

6 关键资源



供新建建筑或翻修建筑的
土地

项目大使

规划及翻修的
执照

9 成本结构



成本驱动
目标客户的购买力决定了项目性质

固定成本

土地和建筑，
贷款利息，市政收费

可变成本

电，气，维修和保洁，取决于共享房间的使用情况
rooms

规模经济
如果人们共享，空间成本就会降低

4 客户关系



共同创造
居民定义并创造服务

3 渠道



通过展览、集市、社区、媒体等渠道进行概念展示

1 客户分类



不同群体
(需求有所不同)

小众市场

家庭、学生、
老年人、职场新人、
职业者

优先考虑有信心、有承诺为社区带来价值的个体

本地人口
外来人口

5 资金流



交易收入
资产出售

房租

经常性
收益

服务

为居民提供
烹饪、托儿、
宠物旅馆等

房地产
土地使用权
法律服务

设计服务

公寓、会客室、
多功能空间

注：
经常性收益可
流向居民

8 KEY PARTNERS



Municipality
with land seeking to diversify housing offers

Real estate company
with channels for land and financial capital acquisition

Large company
seeking to offer co-housing for its employees

7 KEY ACTIVITIES



Produce community
Bring together future residents.

Moderate community
Identify and plan sharing.

Design building and outdoor spaces

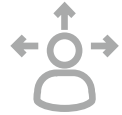
2 UNIQUE VALUE PROPOSITION



Performance
Collective architecture gives access to more facilities and services.

Customization
Collective architecture can be shaped according to needs.

6 KEY RESOURCES



Land for new construction or existing building to retrofit.

Ambassadors
for the project.

Licenses
to undertake the planning and retrofitting

9 COST STRUCTURE



Cost-driven
Purchasing power of target clients determines project character

Fixed costs

land and building, interest on loans, municipal fees

Variable costs

electricity, gas, repair and cleaning, depending on extent of usage of shared rooms

Economies of scale

If more people share, all becomes cheaper.

4 CUSTOMER RELATIONS



Co-creation
Residents define and create services.

1 CUSTOMER SEGMENTS



Segmented Group
(slightly different needs)

Niche Market

families, students, pensioners, entry level employees, founders

persons confident and committed to bring value to the community preferred

locals and relocated

3 CHANNELS



Prototype at exhibition, trade fair, or pilot neighborhood documented in media

5 REVENUE STREAMS



Transaction revenues
Asset sales

real estate
land use rights
legal services

design services

Renting

Flats, guest-rooms, multi-functional spaces

Recurring revenues

Services

cooking
childcare
pethotel, etc.
for fellow residents.

Note:
recurring revenue streams can go to residents.

问题界定

是时候重新审视我们的**城市**生活方式了, 因为:

1. 房价**高昂**, 所以我们远居城郊, 上班通勤耗时耗力。
2. 遇上好**邻居**要靠运气, 而非选择。
3. 生活**缺乏动力**和帮助。
4. 朋友、家人和同事的住所**遥远**。
5. 本应可以更好地利用这些金钱和时间!



客户分类

不同群体，需求也有所不同：

家庭、学生、老年人、职场新人、创业者、本地人口、外来人口的不同组合。

小众市场

优先考虑有信心、有承诺为社区带来价值、提供灵感的个体。

多维市场

居民、开发商/投资人、市政府



价值命题

定制使得共享空间可根据居民需求进行灵活调整。

“实干精神”建立社会框架以协助缺乏经验的社区实施自我管理。

价格

通过共享降低成本

通过共享责任降低风险

品牌/身份

通过给予信息和帮助使居民形成独一无二的身份认同。



渠道

通过建筑展的原型展示来提高意识。通过朋友、俱乐部会员、大学、公司人力资源部门招募共享住宅成员。未来居民通过案例研究并结合未来租户群体来评估共享住宅的价值命题。

通过信息公开和会议环节形成集体。



客户关系

自助服务

提供建筑，余下工作全部交由居民

自动化服务

采用IT技术监测成员对共享空间或服务的贡献和使用程度。

社区

可拓展至多个住宅项目。

共同创造

居民定义并创造服务，使用对他们价值最大的空间。该模式类似于自制短片上传至优酷。

资金流

交易收入

资产出售

房地产

土地使用权

法律服务

经常性收益

出租/租入/租借

公寓、会客室、多功能空间

订阅费

自动化服务协助共享

注：

部分经常性收益也可流向未来居民

关键资源

物力资源

建设用地或带翻新的现存建筑用地

智力资源

规划和翻修执照

人力资源

项目推动者作为“未来的生活方式”大使，传达信息并从市场中组织利益相关方

金融资源

在租用土地和建筑、翻修措施、设计、宣传、吸引并指导未来居民等环节需要资金。



关键活动

生产

召集未来居民。规划空间、时间和技能的共享已实现社区既定目标。

设计建筑以满足居住和共享需求。管理建造项目。

问题解决

必要时与未来居民社区开展讨论会。寻找其他集资途径。

平台/网络

服务，建立并完善一套入住后策略

通过人际网络推广成果。

关键合作伙伴

最优化及规模经济

与房产开发商、市政府或希望为员工提供集体住宅的公司建立伙伴关系。

减少风险和不确定性。与市政府合作，减少区划标准违规的风险。

获取特定资源和活动。与地产商、开发商合作，减少购地购房成本，并建立主要融资机制。

成本结构

成本驱动

通过合理规划和共享空间来降低金融成本。通过居民参与最大化来降低运营成本。

固定成本

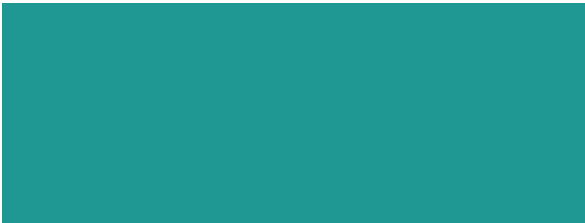
购地购房、贷款利息、市政服务税收。

可变成本

电、热、气、维护和保洁，成本取决于共享空间实际使用情况。

规模经济

越多的住户参与空间共享，空间成本就会越低。



Problem Definition

- 1. Housing is **expensive** so we live far from work and spend lots of time in traffic.
- 2. Our **neighbors** became neighbors by chance, not by choice.
- 3. There is **little inspiration** and help.
- 4. Friends, family and colleagues are **far**.
- 5. This money and time must be spent in a better way!

Making collective housing **PROFITABLE** for all. A business model approach.

03



Customer Segments

A segmented group, with slightly different needs: families, students, pensioners, entry level employees, founders, locals and relocated in varying constellations.

A niche market

For those confident and committed to bring value to the community, contribute to services and have ideas that shape shared spaces.

A multi-sided market

residents, developers/investors, municipalities

Value Proposition

Customization Offer spaces suitable and flexible for sharing according to resident needs.

“Getting the job done” A social framework for self-organisation for communities with less experience to establish their own.

Price

Cost reduction through sharing

Risk reduction through sharing responsibilities

Brand/status

Makes residents special, because gives access to help and information.

Channels

Raise awareness through prototype at architecture event.

Recruit co-housing members through friends, club memberships, university, HR departments of companies.

Future residents **evaluate** the value proposition of cohousing through case study testimonials and within the community of future tenants. Info sessions and meetings to form collectives.



Customer Relationships

Self-service

Provide the building, leave all else to residents

Automated services

IT to measure how often and for how long a member has contributed value to or used a shared space or service.

Communities

which could be expanded beyond one housing project.

Co-creation

Residents define and create services and use of spaces valuable to them. Like the self made movies uploaded on Youku.

Revenue Streams

Transaction revenues

Asset sales

real estate
land use rights
design services
legal services

Recurring revenues

Lending/Renting/Leasing

Flats, guestrooms,
multi-functional spaces

Subscription fee

Automated services to help assist with sharing

NOTE: Some recurring revenue streams could also be captured by future residents.

Key Resources

Physical

Land for construction or land with existing buildings to retrofit

Intellectual

Licenses to undertake the planning and retrofitting

Human

Project drivers who act as ambassadors for 'Future of Living' convey the message and organize stakeholders across markets

Financial

Capital for lease of land and buildings, retrofitting measures, design proposal, for campaigns to gather groups of future residents, and empowering them.



Key Activities

Production

Bring together future tenants. Plan the sharing of space, time and skills to reach community defined goals. Design the architecture that enables living, and sharing. Manage construction project.

Problem solving

Moderate the community of future residents when necessary.

Work out alternative ways of fund raising.

Platform/network

Service, maintain and develop a post-occupancy strategy. Advertise results via network.

Key Partnerships

Optimization and economy of scale

Partner with a real estate company, a municipality or a firm who wants to offer co-housing for its employees.

Reduction of risk and uncertainty

Partnership with municipalities to reduce risk of not complying to zoning standards

Acquisition of particular resources and activities

Partnership with real-estate owners and developers to reduce cost in finding land or building/s and setting up main financing structure.

Cost Structure

Cost-driven

Keeping financial costs low by efficient planning and sharing of space.

Keeping running cost low by maximum resident involvement

Fixed costs

Purchasing of land and building, interest on loans, municipal service tax

Variable costs

Electricity, energy, gas, maintenance and cleaning, depending on extent of usage of shared rooms

Economies of scale

If more residents share space, space become cheaper.

A place where you can share your time and skills, where neighbors inspire and help you. A place with shared spaces and costs where life together is better than alone.

在这个地方，你能分享时间与技能，从邻里获取帮助、收获启迪。在这里，空间和成本得以共享。独乐乐不如众乐乐。

Start the "FUTURE OF LIVING"!

If you

03

are an investor,
and would like to become a sponsor,

are a real-estate developer,
own a building ready for re-use,

are a municipality,
looking for social integration in your town,

or are looking for a concept to share space, time
and skills with your friends.

开启
“未来的生活方式”！
如果你

是投资人，
希望成为赞助商，

是房产开发商，
有用闲置建筑，

是市政府，
正在事业上升期

是独自一人，或是在找寻共享空间、
时间和技能的概念，希望与朋友共享。

中 **STADTMACHER**
| 城市创者 **CHINA**
德 **DEUTSCHLAND**

Robert Bosch **Stiftung**

04



柏林2016年的城市创者见面研讨会
Berlin 2016 CITYMAKERS Meet-Up

Binke Lenhardt, Architect, Beijing;
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Thomas Kraubitz, German Sustainable
Building Council, Berlin; Wang
Xiaoyuan, Member MIN Project, Paris;
Kristof Schmid, Landsea Europe,
Frankfurt; Gina Rauschtenberger,
Student MSC Architecture, RWTH
Aachen; David Fritz, Student MSC
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未来的生活与住宅是在整个CITYMAKERS China-Germany框架下的其中一个项目由Robert Bosch基金会与CONSTELLATIONS International协助共同举办。

Robert Bosch基金会：德国著名慈善基金会之一，与Robert Bosch有限公司联合，每年向800个国际交流项目投入约7亿欧元，项目旨在促进全球公共福利和发展，创造合作网络，着重与“城市创者”合作促进交流理解，实施在中国背景下实施未来城市项目。

Future of Living is a project in the frame of the program CITYMAKERS China-Germany, co-initiated by Robert Bosch Stiftung in partnership with CONSTELLATIONS International .

The Robert Bosch Stiftung is one of Europe's largest foundations associated with a private company. In its charitable work, it addresses social issues at an early stage and develops exemplary solutions. The Robert Bosch Stiftung is active in the areas of health, science, society, education, and international relations. Since it was established in 1964, the Robert Bosch Stiftung has invested more than 1.4 billion euros in charitable work.



在北京的 Future of Living 研讨会，是由Crossboundaries主持
Beijing 2017 Future of Living Focus Group Event, hosted by Crossboundaries

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