

FMAC 2026: The 5th Facility Management Asia Conference

Incorporating Sustainable FM Requirements in the Design Brief for Refurbishing Heritage Buildings

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30 June 2026

Making Cities Liveable, Together.

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Think City: Who are we?



Think City is an impact organisation with the mission of making cities more people-friendly, resilient and liveable. As a regional citymaking organisation, Think City provides policy thinking, management and implementation of place-based solutions, while acting as a catalyst for change in the way cities are planned, curated, developed, and celebrated.

Think City is a special-purpose subsidiary of Khazanah Nasional Berhad, Malaysia's strategic investment arm, formed to work on urban rejuvenation with the goal of creating more resilient and people-friendly cities.



Ministry of Finance Malaysia



Khazanah Nasional Berhad



thinkcity

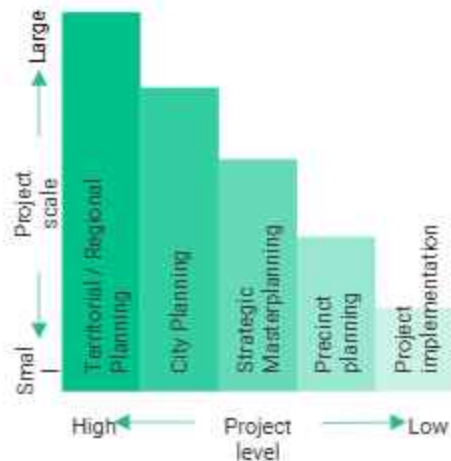
Think City

As a backbone organisation, Think City drives and supports nation building programmes to create lasting change and long-term impact

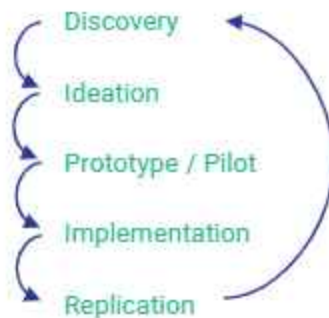


Our Value Proposition

A / 'Think-And-Do Tank'
Operating On A Vast
Range and Scales



B / Evidence-Based,
Learning Approach; An
Experimental
Organisation



C / Proven Neutral Platform
that Creates Synergy
Between the Public,
Private, and People



How We Do It?

Our thinking through...



Spatial Data



Data Gathering: Safety Study of Downtown Kuala Lumpur



Data Gathering: George Town WHS Population and Landuse Census



Strategic Masterplan Development



Community and Resilience Planning: Merdeka 118



Master Planning: Kuala Lumpur Creative and Cultural District



Heritage, Arts & Culture



Conservation Management: Stadium Negara



Conservation Management: Fort Cornwallis



Urban Regeneration & Placemaking



Transit-oriented Placemaking: Masjid Jamek & Pasar Seni LRT



Area Placemaking: Coronation Avenue, Johor Bahru

Warisan KL and the Dataran Merdeka Heritage Area



Kuala Lumpur has progressed significantly through the years and many developments have enabled growth of the city.



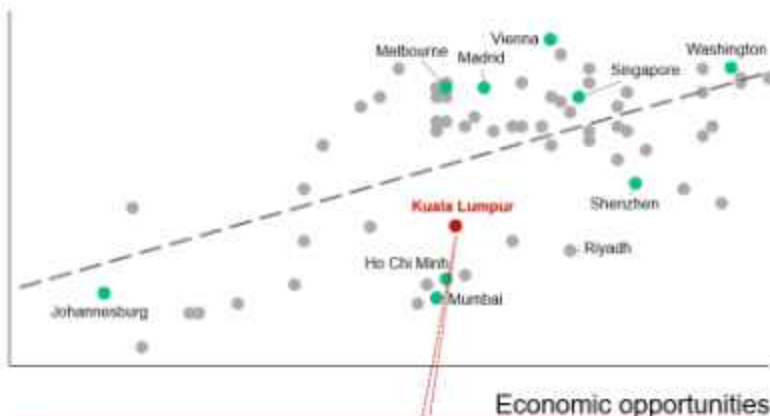
KL has underperformed on Livability in particular, and fallen behind on the Speed of Change.



KL under-performs on Livability

Lacks "stickiness" to attract and retain people

Cities of Choice: Livability vs. Economic Opportunity (score)
Livability¹



Livability dragged down by:

- **Quality of life:** Public spaces & Resilience to emergency
- **Social capital:** Safety and culture & history



KL viewed as a "Stagnant City"

At risk of falling further behind

Cities of Choice: Speed of Change vs. overall score (score)



Low Speed of Change indicates **urgent need to deliver tangible change to the city** – and rapidly re-shape perception of KL

¹ Livability = Simple average of Quality of Life, Social Capital, and Interactions with Authorities scores; ² Total Score taken from weighted calculation of 5 indicators: economic opportunities, quality of life, social capital, interaction with authorities, and speed of change; Source: Cities of Choice 2023

The Aspirational Transformation Programme: Warisan KL

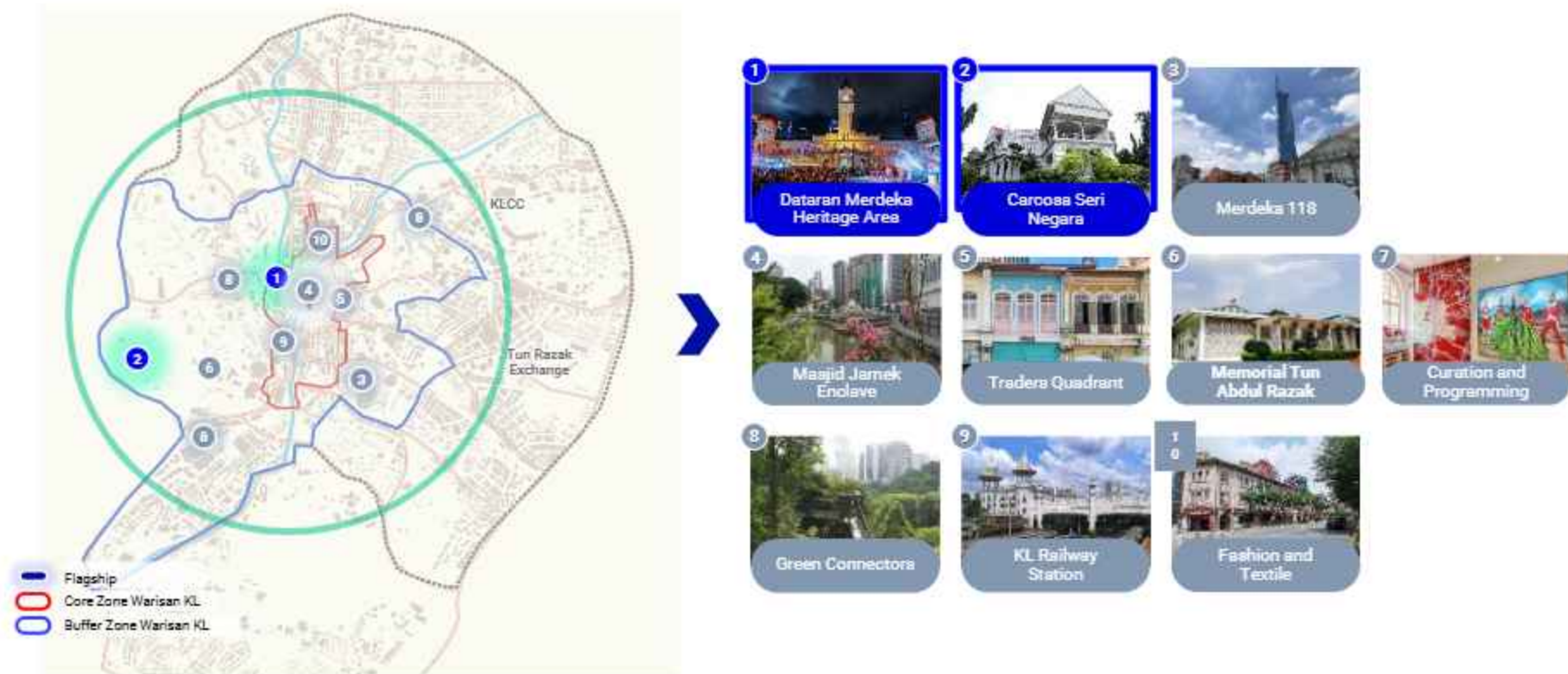


Warisan KL is a strategic initiative that aims to strengthen and benefit Downtown KL's creative and cultural ecosystem to create a compelling and inclusive national destination for all visitors

It is spearheaded and launched by YAB Dato' Seri Anwar bin Ibrahim, Prime Minister of Malaysia.

As a national endeavour, WKL brings together federal and state agencies, GLICs, GLCs, private sector partners, and communities across Malaysia to shape Kuala Lumpur as a beacon of heritage, culture, and creativity for the nation.

Warisan KL consists of 10 **flagship** initiatives to Shape Capital KL into a Destination



DMHA Comprises an Ensemble of 20 Historic Buildings in Downtown KL



National Heritage Building

- 1 Bangunan Sultan Abdul Samad
- 2 Bangunan Pejabat Pos Besar Lama
- 3 Bangunan Mahkamah Tinggi Lama
- 4 Bangunan Dewan Bandaraya (Pangung Bandaraya)
- 5 Bangunan Jabatan Penerangan Lama
- 6 Bangunan Bekas Jabatan Kerja Raya Selangor (Muzium Tekstil)
- 8 Bangunan Masjid Jamek Sultan Abdul Samad
- 10 Bangunan Bekas Muzium Muzik (Selangor House)
- 11 Bangunan Pejabat Pengawal Pos Wilayah Persekutuan
- 13 Tapak Tiang Bendera Malaya Dinaikkan Buat Pertama Kali dan Padang
- 16 Katedral St. Mary

Heritage Building

- 7 Bangunan Mahkamah Perusahaan Lama (The Court)
- 9 Rumah Persekutuan
- 15 Bangunan Kelab DiRaja Selangor
- 17 Bangunan Bekas Rumah Loke Chow Kit (Rumah 10 Tangsi)
- 18 Bangunan Bekas Rumah Loke Chow Kit (Rumah 11 Tangsi)

Inventory

- 19 Anglo Oriental Building (Wisma Ekran)
- 20 Perpustakaan Kanak-kanak

Other sites

- 12 Perpustakaan KL/SDG Centre
- 14 Dataran Carpark and Underground

In 2023, Think City was commissioned by Khazanah Nasional Berhad for the **Feasibility Study of DMHA and Carcosa Seri Negara** which landed on a **Creative and Cultural** space use proposition - a precursor to the 2025 redevelopment of BSAS and SN.



Components	GFA		
	sq m	sq ft	%
Creative / Workplace	5,402	58,147	12%
Co-living / Studio	2,898	31,194	7%
Retail F&B	7,663	82,484	18%
Retail	7,534	81,095	17%
Cultural	6,170	66,413	14%
Hospitality / Event Space	9,614	103,484	22%
MICE	4,244	45,682	10%
TOTAL	43,525	468,499	100%



In 2024, Think City initiated a **Masterplan of DMHA and Laporan Cadangan Pemajuan (LCP)** in collaboration with DBKL, outlining a strategic vision and guideline for future redevelopment projects.



DMHA Master Plan & Laporan Cadangan Pemajuan (LCP)



DMHA Vision Plan



DMHA Urban Design Guideline (UDG)



Case Studies: Seri Negara and Bangunan Sultan Abdul Samad



Case Study: Seri Negara



ANM 2001/0024861

Opened in 1913 as the residence of the British High Commissioner, it bore witness to Malaysia's milestones towards nationhood including the signing of the 1948 Federation of Malaya Agreement and the 1957 Independence Agreement.



Seri Negara

Completed: 15 December 2025



Project

The Conservation, Restoration, Repair and Internal Space Renovation Works to the existing building Seri Negara

Location

Kuala Lumpur

Delivery Organisation

Aset Warisan Satu Sdn. Bhd.

About the Project

Seri Negara holds profound heritage significance as the historic backdrop to formative moments in the making of the Malaysian nation. From 2024 to 2025, Aset Warisan Satu Sdn. Bhd., as the building's new custodian, undertook conservation works while the building was in an advanced state of dilapidation.

Think City played a strategic role in guiding the Seri Negara project from planning to post-launch, covering project brief development, stakeholder coordination, and design monitoring. Beyond restoration, Think City shaped the museum content, interpretation, and placemaking strategies, while filling key gaps in narrative alignment and stakeholder coordination. Continued involvement post-completion ensured cohesive delivery, strong public engagement, and a high-quality heritage outcome.

Khazanah completes Seri Negara restorations, Seri Negara

Charles F. Lim / theedgprop.com
12 December, 2023 Updated: 2 months ago



From left, Khazanah Managing Director Datuk Norlita Khatun, Seri Negara Managing Director Datuk Seri Anwar Ibrahim, Seri Negara Managing Director Datuk Seri Anwar Ibrahim, Seri Negara Managing Director Datuk Seri Anwar Ibrahim, and Seri Negara Managing Director Datuk Seri Anwar Ibrahim. (Photo by Lee Wei Hong/The Edge)



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Projek pemuliharaan bangunan ikonik Seri Negara siap dalam 10 bulan

Oleh: Nur Hafizah Fauzi, Berikahmah - 11/05/2018 @ 12:05pm







Jemaah Pelajar Pengaji Bahasa Melayu menghadiri majlis persembahan bangunan warisan klasik pada Majlis Persembahan Persembahan Seri Negara, 11/05/2018. Foto: Berikahmah.



Bangunan Sultan Abdul Samad (BSAS)



Completed in 1897, BSAS served as the Federal Secretariat building. Following independence, it served the public through various government, judicial and institutional uses.

Bangunan Sultan Abdul Samad (BSAS)

Completed: 31 January 2026



Project

The Conservation, Restoration, Repair and Internal Space Renovation Works for the Existing Bangunan Sultan Abdul Samad (Block1) and Bangunan Pejabat Pos Besar (Block2) Dataran Merdeka Heritage Area, Kuala Lumpur

Location

Kuala Lumpur

Delivery Organisation

Aset Warisan Tiga Sdn. Bhd. & Aset Warisan Empat Sdn. Bhd.

About the Project

The restoration and adaptive reuse of BSAS, a gazetted National Heritage showcases an approach that underscores Khazanah Nasional Bhd.'s commitment to set best practice standards for conservation, innovation and sustainability; guided by the Madani Principles.

Think City provided oversight across planning, design development, and implementation, supporting approvals and stakeholder coordination. The role also extended to shaping the visitor experience through exhibition, retail, and F&B direction, alongside placemaking and community engagement strategies.



Conservation and Management



Governing Principle of Conservation: Do No Harm, Stay Reversible.



- All new work must be reversible
- The structure itself is treated as an artifact
- Minimal intervention is the default approach
- This single rule cascades into every FM and design decision.

Designing FM In : Heritage Building Constraints

Traditional
Materials &
Original Finishes

Weathering and
Climate Change

Unexpected
Discoveries

Reinstated Details

Heritage Assets



Traditional Materials and Original Finishes



- Both BSAS and SN use breathable Lime Plaster – no cement or sealing finishes allowed
- Low VOC breathable paint.
- Structurally composed of Load Bearing Masonry Walls.
- **Implications for FM:** understanding the qualities of the materials, durability and maintenance.

Weathering and Climate Change



- Frequent heavy downpours in KL City leading to flash floods.
- Location of BSAS next to the Klang River with a high water table.
- **Implications to FM:** How to ensure that the building lasts another 130 years?

Weathering and Climate Change



Penyiediaan struktur untuk menempatkan tunjuk langit.
Preparation of the structure for installing the finial.



Kepingan kemasan kubah sedia ada direkod dengan teliti.
The existing dome cladding sheets were carefully documented.



Pemasangan tunjuk langit baharu di tapak.
The new finial was installed on site.



Kerangka kayu bahagian dasar tunjuk langit sebelum ini.
The timber base frame of the previous finial.

Unexpected Discoveries



The Tunnel at BSAS

- Historically constructed for the High Court's use in transporting detainees securely, the tunnel was rediscovered and restored to the length identified in a pilot study.
- Waterproofing works were applied to stabilise the structure and as protection against probable flooding.

Unexpected Discoveries



Parabolic Granite Stairs and Threshold

- Discovered during the removal of recent floor finishes, the Parabolic Staircase at BSAS in the main hall was identified as an original design.
- Composed of granite, the steps and threshold were preserved in-situ.
- An interpretation plaque was fabricated to tell the story.

Unexpected Discoveries



Clerestory Windows at SN

- At SN, one of the major discoveries when the ceiling at the first floor of the building was removed and clerestory windows were discovered above the ceiling space.
- This indicated that the original building featured high ceilings and had additional natural lighting and ventilation.
- The windows were restored and the ceilings raised.
- Mechanical and Electrical equipment were re-designed to allow for this.

Reinstated Original Details



Timber Grand Staircase

- At SN, the Original design of the grand staircase was reconstructed based on archival research and old photographs.
- The staircase was re-built from Merbau timber.

Reinstated Original Details



*Kajian dan pemodelan tunjuk langit di kilang.
Study and modelling of the finial at the workshop.*



*Pemastangan tunjuk langit baharu di tapak.
Installation of the new finial on site.*



*Kerja-kerja pemasangan tunjuk langit sedang dijalankan.
Finial installation works in progress.*



*Tunjuk langit dipasang semula di bahagian parapet.
The finial was reinstated on the parapet.*

Finials

- At BSAS, the Original finials (decorative façade elements) were reinstated.
- They were fabricated using modern materials (GFRC) to reduce the load stress on the building.
- The designs were based on archival photographs and drawings.
- **Implications to FM:** Record keeping of these details to ensure continuity in heritage documentation.

Heritage Assets



BSAS Clock Mechanism

- Within the BSAS Clock Tower, the Clock Mechanism has been listed by the National Heritage Department as a 'Objek Warisan'.
- Maintenance access is given to JUPEM to wind the clock on a daily basis.
- **Implications on FM:** Multi-stakeholder co-ordination to ensure preservation of artifact.

Designing FM In : Lessons from SN & BSAS

Flexibility:
Adapting FM to
Heritage Realities

Brief to
Restoration: The
FM Journey

Custodianship:
FM as the Keeper
of Continuity



Flexibility: Adapting FM to Heritage Realities



- **Flexibility within Principles** - Heritage Buildings are not designed to modern buildings codes, occupancy patterns and adapted function. Stick to conservation values.
- **Adaptive Scheduling** - Maintenance Cycles of traditional materials are on different schedules. Maintenance should be preventative rather than reactive.
- **Specialist Procurement** - Conservation trades are niche.

Brief to Restoration: The FM Journey



- **FM starts at the Brief, not at Handover** - FM considerations need to be embedded from early design and building-life cost.
- **Decisions in Conservation Design have long-term FM consequences** - from material choices to service accessibility.
- Handover from contractor to operator in heritage buildings is messy. Knowledge transfer, incomplete or rectification works, and occupation is a vulnerable time.

Custodianship: FM as the Keeper of Continuity



- FM in heritage buildings should not be relegated to just operational maintenance.
- **Conservation does not end at Practical Completion** - FM can be a mechanism by which conservation intent is carried forward after the conservators, architects and consultants have finished the project. The FM inherits a set of conservation values.
- **Long-term stewardship as a measure of success** – heritage projects should be judged post-occupancy. Whether the building is occupied, the heritage preserved and the significance upheld.

Heritage buildings are only as permanent
as the people looking after them.

Thank you.

Reach out today!

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