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# Comparative Study of the Urban Complex in Shanghai and Hong Kong<sup>1</sup>

## 沪港两地城市建筑综合体比较研究<sup>1</sup>



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### Abstract

The paper analyzes the financial value, space value and urban value of the urban building complex in Shanghai and Hong Kong through three levels: direct synergy, indirect synergy and space synergy. The paper also uses similar projects in Shanghai and Hong Kong as examples to demonstrate and clarify the disparity in city developments.

**Keywords: Synergy Aspect, Urban Building Complex, Financial Value, Space Value, Urban Value**

### 摘要

本文基于协同效应视角, 从直接协同效应、间接协同效应以及场所协同效应三个层次, 分别对沪港两地的城市建筑综合体的经济价值、空间价值以及城市价值展开比较研究。结合相似案例对比调研, 探究其类似定位下的不同复合效应, 并从侧面分析沪港两地的城市发展差距。

**关键词: 协同效应视角, 城市建筑综合体, 经济价值, 空间价值, 城市价值**

### Synergy Aspect

The "Urban Building Complex" is a combination of "mixed-use" thought and "building complex." Because of its meg-scale and complex functions, the urban building complex becomes a comprehensive service center and a vital symbol of cities with dense habitat. Its unique characteristics have tremendous influences on a city's whole development and the positive interactions with all aspects of a city.

An Urban Building Complex expresses a city's value. Moreover, the synergy of "1+1>2" is the core of the value. It could be divided into three types: direct synergy, indirect synergy and place synergy, to correspond with financial value, space value and urban value.

### Comparative Study on Shanghai and Hong Kong

Hong Kong and Shanghai both set goals to become world financial centers. They have similarities in the development of their urban building complex. After the great development period in Hong Kong during the last decade of the 20th century, Shanghai is

### 协同效应视角

"城市建筑综合体"是"混合使用"思想与"建筑综合体"结合的产物。城市建筑综合体由于具有超大尺度和复杂功能等特征, 成为高密度人居环境下城市的综合服务中心及其重要标志。其独特定位对城市整体规划影响巨大, 同城市各方面的良性互动息息相关。

在高密度人居环境背景下, 城市建筑综合体已成为城市的价值体现, 而"1+1>2"的协同效应, 正是其核心价值所在。对应经济价值、空间价值和城市价值三个层面, 可将城市建筑综合体的协同效应分为三种类型: 直接协同效应、间接协同效应以及场所协同效应。

### 沪港两地比较

香港和上海这两个同以"国际金融中心"为目标的都市, 在城市建筑综合体开发方面有许多共同之处。在香港经历了上世纪末的城市建筑综合体大发展后, 上海也迎来了自己的大发展期。

值得关注的是, 近年来, 在沪港两地出现了不少或开发商、或设计方甚至开发商及设计方均一致的相似项目。然而, 其实际效果却大相径庭。本文将基于协同效应理



Figure 1. The public space of Time Square Hong Kong has strong connection with the urban space. (Source: Zhendong Wang)

图1. 香港时代广场内部空间与城市空间联系紧密（出自：王桢栋）

experiencing its own period of rapid growth.

However, some projects with the same developer or designer in Hong Kong and Shanghai during these years have very produced very different results. Under the synergy theory, this paper takes similar projects in Shanghai and Hong Kong as examples to demonstrate the disparity in Hong Kong and Shanghai.

### Direct Synergy

Direct synergy is the extra value of the functions which can be created in the urban building complex rather than the single-use building or multi-use building. Since these similar projects are developed by the same developers, one after another, they have similar contents and ratios of functions. However, different market position and different urban development conceptss lead to different direct synergies.

For example, Times Square Hong Kong and Times Square Shanghai share the same developer and designer, similar size and ratio of functions, but they create different financial values. By connecting the metro with everyday retail and underground food outlets, combining an urban plaza with a shopping mall on the ground level, and organizing an atrium with boutique retail and office space at height, Times Square Hong Kong creates great financial value and serves as the core of Causeway Bay; (see Figure 1) However, due to the separated arrangement and isolated functions, Times Square Shanghai is only a plain junction on Huaihai Road with little accumulative financial value (see Figure 2).

### Indirect Synergy

Indirect synergy is the extra space value created by combining the public spaces in an urban building complex with the existing urban space. The public space not only represents a combination of functions but also is an important part of the urban space. Since its public space is a mixture of urban function, urban space and urban resource, this kind of urban public space increases its space value significantly.

Most urban building complexes in Hong Kong organize public circulation in a three-dimensional way. This creates better space value by taking advantage of the urban public spaces. For example, the Festival Walk Hong Kong combines a MTR, taxi and mini bus station underground, connects pedestrian, bus and KTR station on the ground level, and organizes the entrances of the residential building, office space and City University of Hong Kong in the tower. Through organizing the escalators, the atrium serves as the necessary gathering

论，对沪港两地相似案例展开比较研究，剖析不同结果的成因，从侧面分析沪港两地城市发展的差距所在。

### 直接协同效应

在城市建筑综合体中各功能子系统能从其他功能子系统获得支持，产生相较单一功能建筑或多功能建筑更高的经济价值，即“直接协同效应”。由于沪港两地的相似项目大多由相同的开发商先后开发，所以这些项目业态和功能配比都有一定的传承关系。但是由于两地的实际市场和城市建设理念的差异，上海项目所产生的直接协同效应往往不如香港项目。

以两地的时代广场为例，虽然两者有共同的开发商、设计方和相似的总建筑面积和功能配比，但是最终产生的经济价值却截然不同：香港时代广场在地下将地铁通路 with 日常餐饮零售结合，在地面将裙房中的高端百货与开放城市广场并置，而在空中将围绕裙房上部核心中庭的中端零售和办公功能组合，创造了极大的经济价值，成为铜锣湾地区核心；（请见图1）而上海时代广场由于功能子系统相对孤立，不同等级的功能定位很难促进经济价值的累加，最终只是淮海路商业街上的一个普通结点（请见图2）。



Figure 2. The public space of Times Square Shanghai has less connection with the urban space. (Source: Zhendong Wang)

图2. 大上海时代广场内部空间与城市空间脱节（出自：王桢栋）



Figure 3. The public space of Festival Walk Hong Kong has already become the first choice passage of surrounding communities. (Source: Yun Zhang)

图3. 香港九龙又一城公共空间成为周边社区出行的必经之路（出自：张昀）

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Figure 4. The public space of Festival Walk Shanghai has less connection with the surrounding public transportations. (Source: Zhendong Wang)

图4. 上海五角场百联又一城的内部空间没有与周边公共交通取得联系（出自：王桢栋）

space for local people and creates great commercial opportunities for the complex (see Figure 3). However, most urban building complexes in Shanghai barely connect with urban space in this type of three-dimensional way. For example, even with same design--ARQ-- and similar interior space, the Festival Walk Shanghai still creates less space value because of the minimal connection with the surrounding urban transportation (see Figure 4).

### Space Synergy

As the city's calling card, an urban building complex can create more urban value by promoting its surroundings. This kind of effect can hardly be produced by other types of architectures. An urban building complex can reinforce its relationship with its surroundings by absorbing useful elements from the urban context. Furthermore, it also can inherit, develop even improve the urban context.

The Hong Kong government takes advantage of urban building complexes thoroughly to influence or even change the environment of a special district. For instance, the Langham Place's site in Kowloon was once a notorious slum with gambling and drug problems. The emergence of Langham Place provided the surrounding communities with a better place and physical environment. It also helped to define the characteristics and contents of community activities. From the beginning of its construction, Langham Place renewed the surrounding areas and promoted the whole district's urban value (see Figure 5). In contrast, the Super Brand Mall Shanghai designed by The Jerde Partnership is more like an urban island in the Lujiazui CBD. Furthermore, it once faced the risk of bankruptcy (see Figure 6).

### Comparative Study on IFC Hong Kong and IFC Shanghai

As a basis for comparative study, (see Table 1 and Table 2) IFC Shanghai is constructed by the same developer and designer, and has the same management team to copy the successful case in Hong Kong. In another words, IFC Hong Kong and IFC Shanghai have similar sizes and types of operation. Therefore, they have a similar position of financial value (see Figure 7 and Figure 8).

From the aspect of space value, they show differences. IFC Hong Kong was designed to be the core of the Central Elevated Walkway System at the beginning of the urban planning process and became the calling

### 间接协同效应

城市建筑综合体的公共空间作为城市空间的有机组成，能为建筑整体创造更高的空间价值，即“间接协同效应”。其内部公共空间，不仅连接了各功能子系统，还能成为城市公共空间的有机组成部分。城市建筑综合体作为对城市功能、空间、资源等要素的整合，其城市化空间承载了大量的内容，是其“空间价值”的重要体现。

香港的城市建筑综合体大多利用其开放空间，对三维交通流线进行梳理，从而创造更高的空间价值。如香港九龙塘又一城，地下汇集了地铁、的士、小巴的车站，地面汇集了巴士、步行人流、九广东铁的出入口，空中又汇集了周边住宅、办公、以及香港城市大学的出入口，整个中庭通过自动扶梯有效穿插组织，将各流线在公共空间中进行梳理，成为当地人出行的必经结点，并为其内部功能创造了无限商机。（请见图3）上海的城市建筑综合体项目很少做到与城市交通的立体整合，如五角场百联又一城，虽然共同设计方ARQ公司设计了相似的内部空间，但由于没有与周边城市交通有有机联系，创造的空间价值相当有限（请见图4）。

### 场所协同效应

城市建筑综合体作为城市名片，能带动周边地区乃至整个城市创造更高的城市价值，“场所协同效应”所带来的结果是其他类型建筑很难达到的。其可从城市文脉中吸取利于其发展的元素，增加其与周边环境的联系，成为城市不可缺少的一部分；更可以传承、发扬、甚至改进城市文脉。

香港政府充分利用了城市建筑综合体拥有的巨大能量，来影响一个地区的更新甚至改变当地的文化环境。例如，香港九龙朗豪坊的地块，在以前是香港出了名的烂地盘，人员结构非常复杂。朗豪坊的出现为周边社区提供良好的场所和物质环境，并帮助定义



Figure 5. The just finished Langham Place Hong Kong was outstanding from surroundings. (Source: Zhendong Wang)

图5. 香港朗豪坊新建伊始与周边环境的鲜明对比（出自：王桢栋）



Figure 6. The Super Brand Mall Shanghai like an island in urban environment. (Source: Yun Zhang)

图6. 上海正大广场像是城市中的孤岛（出自：张昀）


Project Name 项目名称		HONG KONG IFC 香港国际金融中心	SHANGHAI IFC 上海国际金融中心
Location 地理位置		8 Finance Street, Central, Hong Kong 香港岛中环金融街8号，香港岛中环区	8 New Century Ave, Pudong district, Shanghai 上海浦东新区世纪大道8号，陆家嘴中环区
Distance to International Airport 距离机场		35.3 KM	42 KM
Project Logo 项目标志			
Slogan 项目标志		The new commercial and recreational landmark of Hong Kong, The new attraction of foreign visitors, Reshape the image and mode of shopping and recreation in Central. 香港商业、购物休闲新地标及海外游客指定观光点，重塑中环购物休闲的形象及模式	"Gathering commercial elites, Promoting the image of financial center, Becoming the new landmark and high-end commercial center of Shanghai." 汇聚商业精英、提升金融都市形象，成为上海的新地标和最高端商业中心
Developer 开发商		IFC Development Limited (50% hold by Sun Hung Kai Properties) (香港新鸿基地产发展有限公司持有50%所有权)	Sun Hung Kai Properties 香港新鸿基地产发展有限公司
Architect 建筑师		Cesar Pelli cooperate with Rocco Yim 西萨·佩里及严迅奇合作	Cesar Pelli 西萨·佩里
Construction Time 建设时间		1994-2007 (Phrase one 1994-1998, phase two 1997- 2003) (其中一期1994-1998，二期1997-2003)	2007-2010 (Phrase one 2007- 2009, phrase two 2007- 2010) (其中一期2007-2009，二期2007-2010)
Building Cluster 建筑组群		One IFC, Two IFC, IFC Mall, Four Seasons Hotel, Four Seasons Place 国金一期，国金二期，国金商场，四季酒店（及四季汇）	Tower I (South Tower, within the Ritz-Carlton Hotel), Tower II (North Tower), IFC Mall, IFC Residence 国金一期（南塔楼，含丽思卡尔顿酒店），国金二期（北塔楼），国金商场，酒店式公寓（国金汇）
Gross Cover Area 用地面积		APPROX 68,000m <sup>2</sup>	APPROX 73,000m <sup>2</sup>
Gross Floor Area 建筑面积		436,000m <sup>2</sup>	400,000m <sup>2</sup>
Main Function 主要用途		Office, Retail, Hotel, Service Apartment 办公、零售、酒店、服务式公寓	Office, Retail, Hotel, Service Apartment 办公、零售、酒店、酒店式公寓
Function Partition 功能配比		Office: 260,000m <sup>2</sup> , Retail: 70,000m <sup>2</sup> , Hotel (within Serviced Apartment): 100,000m <sup>2</sup> 办公：26万平方米，零售：7万平方米，酒店（含服务式公寓）：10万平方米	Office: 210,000m <sup>2</sup> , Retail: 100,000m <sup>2</sup> , Hotel (within Serviced Apartment): 90,000m <sup>2</sup> 办公：21万平方米，零售：10万平方米，酒店（含酒店式公寓）：9万平方米
Tower 塔楼	Phase 单体	ONE IFC 国金一期	TWO IFC 国金二期
	Height 高度	201m	416m
	Level 层数	L38 on the ground L4 underground 地上38层 地下4层	L88 on the ground L6 underground 地上88层 地下6层
	Area 面积	Office 办公 72,000m <sup>2</sup>	Office 办公 185,000m <sup>2</sup>
Office 办公		Designed to accommodate financial institutions (HKMA etc.), Grand-A hardware, facilities and professional management service 面向世界知名机构（如香港金融管理局等），甲级写字楼	Designed to accommodate financial institutions (HSBC Headquarter etc.), Grand-A hardware, facilities and professional management service, Pre-certificate LEED Gold Level 面向世界知名机构（如汇丰银行总部等），甲级写字楼，LEED前期金级认证
Retail 商场		L4 on the ground North (Mall L7 underground, South Mall L6 underground) 74,000m <sup>2</sup> ，地上4层（北商场地下7层，南商场地下6层）	L4 on the ground L5 underground 102,000m <sup>2</sup> ，地上4层，地下5层
		More than 200 international brands (12 first time come to Hong Kong, More than 50 flagship stores) 超过200家国际品牌（12个首次来港的新品牌以及超过50多家的旗舰店）	More than 180 international brands, include most flagship stores of first class brand (15% were their first time into the mainland of China, 40% were their first time into Shanghai) 超过180家国际品牌，云集最多国际一线品牌旗舰店（当中约一成半是首次登陆内地，四成是首度进驻上海）
		Include 5 Movie Houses 香港最豪华的戏院 Palace IFC，含五间影院	Include 6 Movie Houses, 800 seats 百丽宫电影院 PALACE cinema，含六间影院共800座位
Hotel 酒店		Four Seasons Hotel, 399 rooms 四季酒店，399间客房	Ritz-Carlton Hotel, 285 rooms 丽思卡尔顿酒店，285间客房
Serviced Apartment 酒店公寓		Four Seasons Place, 519 rooms 四季汇（服务式公寓），519间房	IFC Residence, 380 rooms 国金汇（服务式公寓），380间房
Parking 停车位		1800	1900
Public Transportatio 抵达交通		Metro, Bus, Taxi, Central Elevated Walkway System, Airport Express, Ferry 地铁、公交、出租车、中环步行系统、机场快线、轮渡	Metro, Bus, Taxi, Pearl Circle Elevated Walkway System 地铁、公交、出租车、陆家嘴步行天桥系统

Table 1. Comparative study on basic data between IFC Hong Kong and Shanghai (Data by: Sep 1st 2011) (Source: Sun Hung Kai Properties)

表1. 沪港两地国金中心资料对照（数据截止2011.9.1）（出自：新鸿基地产）



Project Name 项目名称		HONG KONG IFC 香港国际金融中心	SHANGHAI IFC 上海国际金融中心
Office 办公	Rent 租金	APPROX ¥ 1400m <sup>2</sup> /month, the highest in Hong Kong 约1400元/平方米/月，香港最高水平	¥ 300-480m <sup>2</sup> /month, the highest in Shanghai 300—480元/平方米/月，上海最高水平
	Vacancy 空置率	One IFC 0%, Two IFC NA 一期满租，二期不详	Tower I close to 0%, Tower II 30%-40% 一期接近满租，二期约30%到40%
Hotel 酒店	Charge 酒店价格	¥ 4000-5000/day, Luxury Suite APPROX ¥ 22000/day 4000—5000元/天 豪华套房约22000元/天	¥ 1500-5000/day 1500—5000元/天
	Vacancy 空置率	NA 不明	NA 不明
Serviced Apartment 酒店公寓	Rent 租金	¥ 850-1100m <sup>2</sup> /month, the highest in Hong Kong 850—1100元/平方米/月，香港最高水平	At least ¥ 350m <sup>2</sup> /month, the highest in Shanghai 至少350元/平方米/月，上海最高水平
	Vacancy 空置率	Less than 5% 低于5%	Not open yet 尚未运营
Retail 商场	Rent 租金	More than ¥ 1900m <sup>2</sup> /month and plus additional carried interests 超过1900元/平方米/月，另加提成租金	¥ 300-400m <sup>2</sup> /month, 1st Level ¥ 800-1000m <sup>2</sup> /month 300—400元/平方米/月，首层800—1000元/平方米/月
	Vacancy 空置率	0%	0%

Table 2. Comparative study on operation situation between IFC Hong Kong and Shanghai (Data by: Sep 1st 2011) (Source: Sun Hung Kai Properties)

表2. 沪港两地国金中心运营情况比较（数据截止2011.9.1）（出自：新鸿基地产）

社区活动的性质及内涵。而自朗豪坊的兴建伊始，就带动了周边地区的更新，提升了这一地区的城市价值。（请见图5）相较之下，同样由捷得事务所设计的上海陆家嘴正大广场则更像一个在CBD中的城市孤岛，其经营状况一度岌岌可危（请见图6）。

### 个案比较研究

通过比较可以了解到，（请见表1和表2）上海国金中心是港资地产开发商带着在香港成功的开发经验，以相同的设计、开发和管理团队，来到上海投资建设的规模和业态相似的城市建筑综合体，两者经济价值定位相似。（请见图7，图8）

在空间价值创造层面，两者体现出明显差别。香港国金中心在规划之初就充分考虑与既有中环行人天桥系统的联系和延伸，成为其核心节点，为整个中环地区带来了更多的可能，成为中环地区的城市名片。反观上海国金中心，由于最初忽视了对陆家嘴地区的整体作用，致使使其和周边环境缺乏全局考虑，与城市步行系统联系生硬。虽然两个国金中心都和城市公共交通获得联系，但是香港国金中心将城市公共交通系统立体高效地组织在了一起，与建筑整体关系合理，转换顺畅。（请见图9）而上海国金中心则只是与公共交通系统取得了连接，其本身仅作为目的地存在。（请见图10）

从整个城市视角来看，虽然二者都处于城市商业中心区核心部位，与国际机场距离相近，但是其与机场的紧密度是不同的。（



Figure 7. The location map and the bird's-eye view of IFC Hong Kong. (Source: Sun Hung Kai Properties)

图7. 香港国金中心区位图及鸟瞰（出自：新鸿基地产）



Figure 8. The location map and the bird's-eye view of IFC Shanghai. (Source: Sun Hung Kai Properties)

图8. 上海国金中心区位图及鸟瞰（出自：新鸿基地产）

Transportation Method 交通方式		Time 1 时间1	Transfer+Wait 换乘+等候	Time 2 时间2	Total Time 总时间	Cost 花费	Convenience 方便度	Efficiency 利用率
Hong Kong 香港	Airport Express 机场快线	24mins	0	0	24mins	¥81.92	★★★	★★★
	Shuttle + Metro 班车+地铁	10mins	APPROX 20mins	45mins	APPROX 75mins	¥19.33	★	★
	Taxi 出租车	APPROX 60mins	0	0	APPROX 60mins	APPROX ¥250	★★	★
Shanghai 上海	Maglev + Metro 磁悬浮+地铁	8mins	APPROX 12mins	15mins	APPROX 35mins	¥44	★	★
	Metro 地铁	51mins	0	0	51mins	¥7	★★	★★
	Taxi 出租车	APPROX 60mins	0	0	APPROX 60mins	APPROX ¥180	★★	★★★

Table 3. Comparative study on transportation methods from international airport to CBD between Hong Kong and Shanghai (Data by: Sep 1st 2011) (Source: Zhendong WANG, Jianduan Chen)

表3. 沪港两地国际机场至市中心金融区交通方式比较

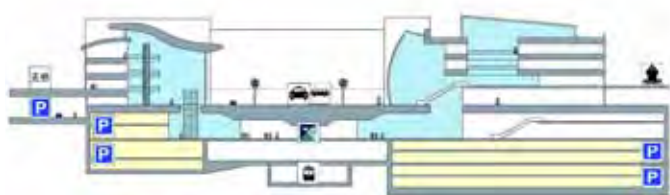


Figure 9. Section of IFC Hong Kong. (Source: Jianduan Chen)

图9. 香港国金中心剖面图（出自：陈剑端）



Figure 10. Section of IFC Shanghai. (Source: Jianduan Chen)

图10. 上海国金中心剖面图（出自：陈剑端）

card of the central area. However, the urban planning of IFC Shanghai hardly considers its relationship with the urban environment and misses the convenient connection with the urban pedestrian system. While IFC Hong Kong combines the urban transportation system with its public space reasonably, efficiently and economically (see Figure 9), IFC Shanghai only makes minimal connections with the urban transportation system and its public space only exists as a destination (see Figure 10).

From the aspect of the broader city, although both are located at the center of the CBD and are similar distances to the international airport, the relationships with the airport are different (see Table 3). An express airport terminal is located on the underground level of IFC Hong Kong, allowing international passengers to check in their luggage directly at the terminal and then go upstairs to shop in the IFC or central business district before they travel<sup>2</sup>. This kind of plan directly connects the airport with the downtown area. On the other hand, the comparative study in table 3 illustrates, the connection between IFC Shanghai and the Shanghai International Airport is much looser.

According to the investigation data statistics and research, IFC Hong Kong excels in higher average visitors flow rate, (see Figure 11) longer duration of stay, (see Figure 12) better satisfaction of communication and environment (see Figure 13 and 14), and better public approbate degree (see Figure 15), compared with IFC Shanghai.

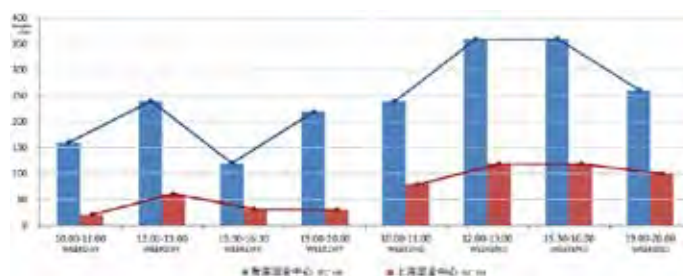


Figure 11. Comparative study on passenger volume in main atrium between IFC Hong Kong and Shanghai (Source: Jianduan Chen)

图11. 沪港两地国金中心中庭客流量比较（出自：陈剑端）

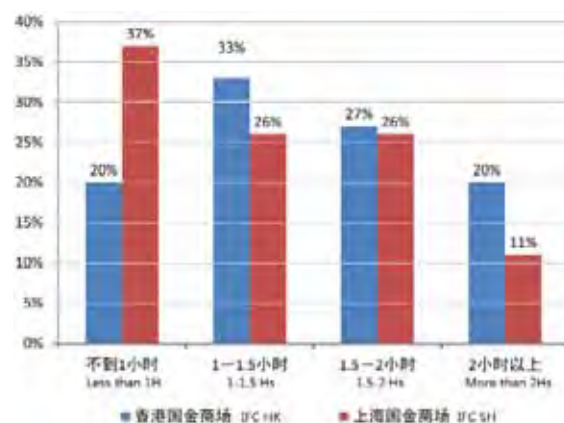


Figure 12. Comparative study on visitor's average stay time between IFC Hong Kong and Shanghai (Source: Jianduan Chen)

图12. 沪港两地国金中心访客平均逗留时间比较（出自：陈剑端）

请见表3) 香港国金中心的地下即是通往国际机场的机场快线<sup>2</sup>终点站, 离港旅客可办完手续在中环购物后再乘坐机场快线直达机场。这样的设计真正意义上将机场与城市中心联系。反观上海浦东国际机场与陆家嘴金融区的紧密度显然略逊一筹。

研究结果表明, 从平均人流量 (请见图11)、平均逗留时间 (请见图12)、交通满意度 (请见图13)、环境满意度 (请见图14)、以及公众认可度 (请见图15) 等方面, 香港国金中心都有较大的优势。

正是由于两个国金在经济价值方面的相似, 令人不难发现, 造成它们在空间和城市价值方面存在巨大差异的原因, 更多是由于沪港两地城市建设政策和规划思路的不同<sup>3</sup>。正是这一原因, 使得它们在定位初期就已走上不同道路。如果说香港国金中心在城市中起到的是“乘积效应”的话, 那么上海国金中心只能起到“叠加效应”。

<sup>2</sup>The airport express starts every 12 minutes and reaches Central within 24 minutes.

<sup>3</sup>机场快线每12分钟一班, 24分钟可抵达中环。



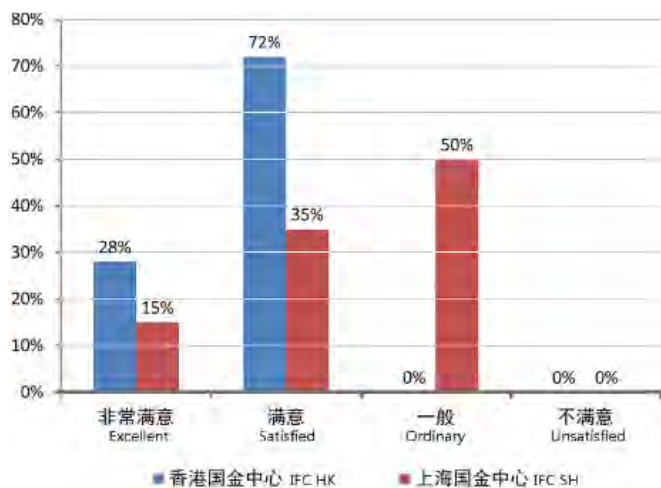


Figure 13. Comparative study on traffic satisfaction between IFC Hong Kong and Shanghai (Source: Jianduan Chen)

图13. 沪港两地国金中心交通满意度调查比较 (出自: 陈剑端)

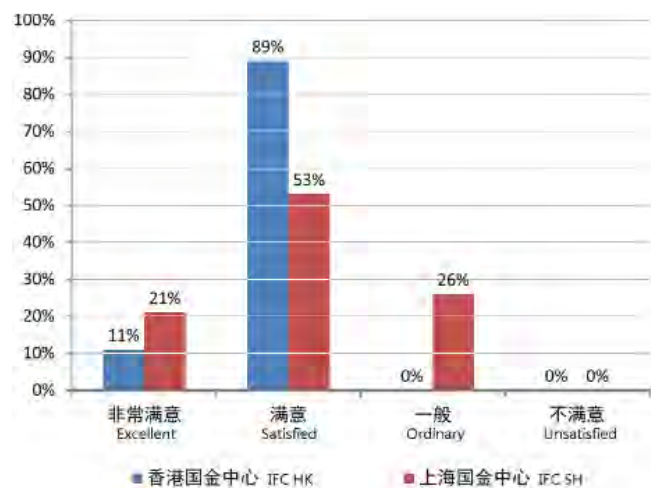


Figure 14. Comparative study on environment satisfaction between IFC Hong Kong and Shanghai (Source: Jianduan Chen)

图14. 沪港两地国金中心环境满意度调查比较 (出自: 陈剑端)

Because of the similarities on financial value of the two IFCs, it is clearly demonstrated that the main reason leading to the different space value and urban value in the two projects is the difference in the urban planning policy and philosophy of the two cities.<sup>3</sup> The two IFCs went on different roads at the beginning of the planning process. If we conclude that IFC Hong Kong brings a “product effect” to Hong Kong, then what IFC Shanghai brings to Shanghai is barely a “Cumulative Effect.”

## Conclusion

From the comparative study on synergy, it could be concluded that the Hong Kong government focused on the space and urban values of the urban building complex, while the Shanghai government was obviously more aware of the financial value of urban building complex. The development of urban building complexes in Hong Kong were mainly based on the planning of the urban infrastructure, with awareness that the plan would be considered fully and revised repeatedly. On the contrary, the development of the urban building

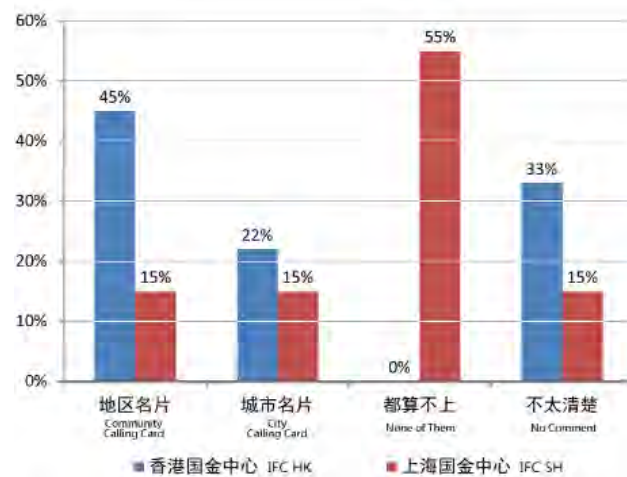


Figure 15. Comparative study on public consciousness between IFC Hong Kong and Shanghai (Source: Jianduan Chen)

图15. 沪港两地国金中心在公众心中的地位比较 (出自: 陈剑端)



Figure 16. The interaction collaboration mode of government, developer and architect in Hong Kong. (Source: Zhendong WANG)

图16. 香港政府、开发商和建筑师的环形合作模式 (出自: 王桢栋)

## 结论

通过协同效应视角的审视,可以得出:相比香港对城市建筑综合体的空间和城市价值的偏重,上海显然更为关心其能够带来的经济价值。香港对于城市建筑综合体的规划,是和城市整体基础设施的规划通盘考虑的,其建设需经过充分的论证和反复推敲;而上海的建设则相对草率,多数项目局限于所在区域和地块内部所能创造的经济价值,致使城市建筑综合体无法发挥更大的协同效应。

另外,不同于香港政府、建筑师和开发商相互制衡的合作模式(请见图16),上海乃至内地的政府到开发商再到建筑师的单线合作模式(请见图17),无疑会使得合作本身无法产生协同效应。体现到具体项目中,就是难以协调城市建筑综合体在经济、空间和城市价值之间的平衡而顾此失彼。

香港在过去的几十年中,在集中型混合土地使用(Multiple Intensive Land Use)的整体政策指导下,成功地建设了有限的土地并创造了充满活力而丰富的城市生活。香港的土地政策主要以自由式的经济(政府不干涉经济),动态的公私合作关系以及强化公共设施中私人投资比重的战略为基础。[1]在这一政策的背景下,香港政府与建筑师和开发商通力合作,使城市建筑综合体在获得“直接协同效应”创造的经济价值基础上,进一步通过

<sup>3</sup>In the 1990s the Government of Hong Kong announced plans for an international airport project which included airport express, land reclamation in the central area and the the Hong Kong Station for the airport express. The project included several commercial buildings, hotels and shopping malls over the Hong Kong Station, which lead directly to the modern IFC Hong Kong.

<sup>3</sup>上世纪90年代,港英政府宣布香港机场核心计划,计划包括兴建机场快线连接香港国际机场与中环,并在港岛中环对开的维多利亚港进行填海工程,以兴建地铁香港站。香港站上盖则计划兴建多幢商业大厦、酒店及商场,即现在的国际金融中心。



complex in Shanghai was much hastier. Most of the projects merely focus on the financial value and ignore the potential synergy of the urban building complex.

Moreover, the collaboration of the government, developer and architect in Hong Kong created an interactive, collaborative mode (see Figure 16), while collaboration mode in the mainland of China is a one-way mode (see Figure 17). This might weaken the collaboration itself. Reflecting on the projects, this might also lead to an imbalance in the financial, space and urban value within urban building complex.

During the past several decades, the Hong Kong government has successfully developed a diverse and vital urban life with limited lands under the Multiple Intensive Land Use policy. The MILU policy is mainly based on a free market economy (the government not involved), dynamic public and private collaboration, and reinforces the ratio of private investment in public infrastructure. Under the MILU policy, Hong Kong government collaborates with a developer and architect together to gain the financial value created by “direct synergy,” then obtains the space value created by “indirect synergy” from the combination of urban space and public transportation, and finally reaches the “space synergy” to activate the district and the greater city as a whole. This kind of mode is worth studying by Shanghai.

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S.S.Y.Lau, R.Giridharan and S.Ganesan (2003). **Policies for implementing multiple intensive land use in Hong Kong.** Journal of Housing and the Built Environment, Netherlands, 18, pp.365-378



Figure 17. The one-way collaboration mode of government, developer and architect in Mainland of China. (Source: Zhendong WANG)

图17. 内地政府、开发商和建筑师的线性合作模式（出自：王桢栋）

整合城市公共空间和公共交通，获得“间接协同效应”所创造的空间价值，最终带来其他途径无法达到的“场所协同效应”，以辐射其所在区域乃至整个城市。这样的模式值得上海学习和借鉴。