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The 1st Global Urban Complexes Classic Case Studies Volume in this Country

· 国内首部全球都市综合体经典案例 ·



Collection of Global
Typical Case Studies
of Urban Complexes

城市升级的引擎 全球都市综合体 典型案例集

○权威性 ○专业性 ○倡导性

龙固新 主编

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——全球都市综合体典型案例集

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Forewords

Stones of those other hills can polish jade.

The quotation “Stones of those other hills can polish jade” originates from “Book of Odes, Part II. Minor Odes of the Kingdom, Book I. Decade of Lu Ming”. On the surface it says, rocks from certain other places can be used as grinding stone to fashion jade artefacts. But a deeper analogy is that other people's ways and opinions can be of help, or be drawn upon, to correct one's erroneous ways. This is precisely the essential aim for publication of this book.

China's real estate industry evolved side-by-side with the growth and development of this country's 60-year founding history, in particular, the development during the reform and opening programme in the past 30 years has achieved great successes arousing the attention of the world, the Great Old Kingdom is on the march to revival. In the backdrop of this process, land and property prices experienced rapid increases, the growth of wealth of the society is notably reflected in property prices, China's urbanisation process is continuing to accelerate unabated.

Judging by the experience and general trend in real estate development around the world, economy of scale, financial leveraging and professionalism are key features in real estate development, ,

Taskin Consulting is very fortunate in that it has been acting as a mover in driving urban development, being a company dedicated to intensifying development in the real estate industry, from the earliest moments in driving and dissemination of the concepts and theories for “urban complexes”, to extensive involvement in nearly a hundred urban complex projects in the past 5 years, Taksin Consulting has come to the view that: Urbanisation process is an outcome reflecting whole municipality or metropolitan district business operations, moreover apart from providing solutions

for individual developments like residential estates or commercial properties, the essence is to resolve integration of services for whole metro districts, and urban complex as a formula blueprint fits the bill in offering essential support for the business operation of whole metro district.

In fact, urban complex as a formula blueprint was in practice in many developed countries around the world, Taskin Consulting is merely the first in this county turning it into concepts and theories for evaluation and promotion, there remains many areas in practical application awaiting further in-depth studies, including empirical value, methodology, adaptability and innovation under different contexts and so forth, the road ahead to exploration and discovery remains long. From the basis of real estate industry value chain Taskin Consulting also continues to upgrade its own overall service capacity, transforming more and more theories that remain in the conceptual stage into products that offer sustained value growth, while focusing on value growth for the whole industry chain.

The case studies published in this occasion are partly the result of a screening and analysis process using Taksin Consulting's urban complexes database, reflecting a portfolio of accumulated expertise in Taksin Consulting's on-going empirical re-evaluation and knowledge build-up from everyday practice, Taksin Consulting hopes these study results can be of value as reference and guidance for governmental bodies, academic research and higher education institutions, as well as for real estate industry personnel. From global vantages which also draw on local Chinese wisdom, it is “stones of those other hills can polish jade”, that we can turn towards for more inspirations and guidance to our enterprising endeavour.

Long Guxin

1 Oct 2009

On the 60th Founding Anniversary of the People's Republic of China



前言

他山之石 可以攻玉

“他山之石，可以攻玉”一词源于《诗经 小雅 鹤鸣》。表面意指别的山上的石头可以作为砺石，用来琢磨玉器。后喻指他人的做法或意见能够帮助自己改正错误缺点或提供借鉴。本书出版的最终目的也在于此。

中国房地产行业伴随着新中国60年的成长，尤其是在改革开放30年的发展，取得了令全球瞩目的成就，盛世大国正在走向复兴之路。在这个过程中，土地和房产价格在快速增长，老百姓的财富增长在房产上也得到明显体现，中国的城市化进程在不断加快。

从全球房地产发展经验和趋势来看，规模化、金融化和专业化是房地产发展的重要特征，在这个背景下的中国房地产业也在往集约方向发展，市场出现越来越多的大规模区域性开发项目。2004年德思勤提出，以都市综合体为核心载体的区域性开发将会成为未来中国房地产发展的主流模式。我们也看到国内非常多一流的房企都在往这个模式靠拢，如华润、万达、中航，中粮等，包括以住宅开发为主的万科也宣布加大比例进入商业地产领域。区域性开发的房地产发展模式从理论变成了越来越多房地产企业的发展战略和实践。

德思勤非常有幸成为推动城市化进程的一员，作为致力于房地产领域深度发展的企业，从最早推动“都市综合体”概念和理论思想的传播，到过去5年来近百个都市综合体项目的深度实践，德思勤认为：城市化进程是一个城市或区域运营的结果体现，而区域运营除了解决住宅、商用物业等单一物业的发展，核心要解决整个区域的配套，都市综合体这一形态恰恰就是区域运营的核心载体。

都市综合体的形态实际上全球很多发达国家已经存在的形态，德思勤仅仅是在国内最早把它形成概念和理论进行总结和推广，在项目实际操作的过程中仍然有很多需要更深入研究的领域，包括经验值，方法论，在不同背景下的适应度与创新性等等，探索的道路依然漫长。德思勤在房地产产业价值链的基础上也在不断提升自身的综合服务能力，把更多停留在概念上的理论变成可持续升值的产品，关注整个产业链的增值。

本次出版的案例是在德思勤都市综合体案例库的基础上甄选分析出来的部分成果，是德思勤实践中不断总结和探索的经验积累，德思勤希望这些研究成果，能够为国内政府机构、学术研究机构、高等院校以及房地产业的同行们提供参考和借鉴。站在全球视野下，结合中国本土智慧，他山之石，可以攻玉，相信对于我们的事业会有更多的借鉴。

龙国新

写于中华人民共和国成立60周年

Preface 1

Heralding a period of great development in urban complex

Professor Zhang Jie, School of Architecture, Tsinghua University

The urban complex is a product of the high density modern metropolis. Earlier by the turn of the 20th century, embryonic forms of urban complexes were already appearing in such cities as New York and Chicago; some buildings can cover floor areas of tens of thousand square metres, apart from the main uses as office or apartment, it also included a variety of complementary commercial service functions and the like. By the 1950s and 1960s, especially the 1970s, accompanied by a trend of increasing complexity and renovation demands for urban functions, the conceptual notion of urban complex was becoming more defined. The planning of La Defense CBD in Paris at the end of 1950 can be liken to be the most typical of the early examples, it combines the planning for a transport hub, office space, conferencing facilities, commercial services and so on into a gigantic complex, it became an important engine for steering the city away from the old districts of Paris to develop in the new quarters to the west. In terms of urban renewal, the enormous pressure arising from high land costs in old urban districts has forced many projects to develop with a high concentration of general functions, these have in both the environmental and functional aspects become new centres or focus point for the city, examples include the commercial renovation of the old Le Hall in the centre of Paris, renovation of the Barbican residential estate in central London, and so on.

The United States may be regarded as the birthplace of large-scale indoor complexes, the large-scale shopping mall that accompanied suburbanisation and the grand hotel style structural design with Portman atrium interior provided a dramatic shopping environment for the American people, it quickly spread globally, taking the world by storm as a pattern of consumption and consumer culture. Major Asian cities like Tokyo, Hong Kong, and Singapore have become enthusiastic followers of these general purpose complexes.

After the 1980s, as the West is entering the Post-Industrial era, within a greater backdrop of market-driven urban development, large scale projects have become the main driving force behind urban development and town planning, further hastening the development of urban complexes. These however differ somewhat in design concepts and functions to that practiced in the 1970s and earlier. Firstly, a far more diversified pattern of

consumption and value basis imparts a mixed theme on to these complexes, to the extent almost becoming all-encompassing, concepts embracing 18-hour or even 24-hour activities are well received. Secondly, because the scope of these large scale general land development projects affect larger municipal precincts or district boundary, therefore, such projects more and more tend to experiment with creating pleasant outdoor metropolitan consumption settings. Amongst these, Potsdamer Platz of Berlin is one quintessential example. For a third generation modern CBD, the designers of Potsdamer Platz are no longer bound by such first generation genre like that of Le Defense of Paris, or that of the second generation Docklands of London, in mechanically assembling an artificial three dimensional space, but instead, they seek to have it reintegrated into the traditional street systems of Berlin, endeavouring to make the new CBD area in its settings an extension of the original structural dynamics of the old quarters of Berlin.

Nonetheless, urban complex is not merely a new concept in architecture and urban planning, it is a means of capital operation, a form of property management, and it is intricately linked to the transport support infrastructure of the whole city.

In the past 20 years, the notion of sustainable development is gaining ever wider acceptance, engendering a readjustment in development of urban complexes towards eco-friendly, energy-saving, and low-carbon orientations, seeking out new development directions. As a globally most important country in urbanisation in the 21st century, China will inevitably herald a period of great development in urban complex, how to methodically take stock from of the experience and object lessons of developed countries and regions, exploring a development path for urban complex development that is amenable to the national conditions of China, turning it into an indispensable healthy and positive element of urban living and for the urban environment, are important issues face by planners, architects, investment portfolio managers, municipal decision-makers, administrators and the general public. No doubt, the urban complex case studies compiled from around the world and reviewed in this book came as a very timely bonus for the great majority of Chinese readers, and it will prove beneficial in driving

Zhang Jie

2009, writing in He Qing Garden, Tsinghua University

Currently director of the Institute of Housing and Community of the School of Architecture, Tsinghua University, doctoral fellows mentor. Member of the Historic and Cultural Heritage Urban Conservation Academic Committee of the China Urban Planning Society; councillor of the Urban Planning Society of Beijing; member of the Urban Planning and Ancient Heritage Conservation Academic Committee of the Urban Planning Society of Beijing; member of editorial committees of "Urban Planning", "China City Planning Review", "Design Community" and "Urban Environment Design". For many years serving as professor and adviser of studies for Tsinghua - MIT and Tsinghua - University of Pennsylvania Joint Design Studios in Beijing. In 2002, served as guest moderator in judging committee of the Harvard Graduate School of Design Special Beijing Studio. Honoured with the Tsinghua "Good Teacher and Good Mentor" title award on several occasions.

序言一

张杰 清华大学建筑学院教授

都市综合体是现代高密度大都市的产物。早在20世纪初，纽约、芝加哥等城市已出现了都市综合体的雏形，有的一座建筑面积可达几万平方米，除了主要的办公或公寓外，还容纳了很多与之相配套的商业服务等功能。到1950、60年代，尤其是上世纪70年代初，随着西方城市功能日益复杂化的趋势和改造要求，都市综合体的概念已愈加清晰。规划于1950年末的巴黎德方斯CBD核心区，可以说是最具代表性的早期实例，它将交通枢纽、办公、会展、商业等统一规划设计在一个巨大综合体中，成为引导城市跳开巴黎老城向西面新区发展的重要引擎。在城市改造方面，老城高昂地价的巨大压力促使很多项目向高度集中的综合功能发展，它们无论在环境上、还是在功能上都成为城市新的区域或节点，如巴黎中心区老市场Le Hall的商业改造、伦敦中心区的巴比坎住宅区改造，等等。

美国可以说是大型室内综合体的发源地，与郊区化相伴而生的大型购物中心和波特曼式的大型中庭旅馆建筑为美国人提供了富有戏剧性的消费环境，很快在全球流行，成为大都市的一种消费方式和文化。亚洲的东京、香港、新加坡等主要城市成为这类综合体的积极实践者。

上世纪80年代后，随着西方国家城市进入后工业时代，在以市场为主导的城市发展背景下，大型项目成为城市发展和城市规划的主要动力，这进一步推动了都市综合体的发展。但在设计理念和功能上都与1970年及以前的做法有所不同。首先，更加多元的消费方式和价值观使都市综合体在内容上更加糅杂，可以说应有尽有，18小时乃至24小时活力等概念受到追捧。其次，由于大型综合土地开发项目的规模涉及较大的城市街区或地区范围，所以这类项目越来越多地尝试着创造宜人的户外城市消费环境。其中柏林的波斯坦广场改造就是典型代表。作为第三代的现代CBD，波斯坦广场的规划设计者们不再像第一代的巴黎德方斯和第二代的伦敦道克兰那样去刻意营造人工的立体空间，而是希望它能回归到柏林的传统街道体系中，努力使新的CBD区在环境上成为柏林老城肌理的延伸。

应该指出的是，都市综合体不仅仅是一种新的建筑和城市规划概念，它更是一种资本运作方式、一种物业管理方式，它与整个城市交通支撑体系密不可分。

近20年来，可持续发展理念不断深入人心，促使都市综合体向生态、节能、低碳等方面努力，寻找新的发展方向。我国作为21世纪全球最重要的城市化国家将不可避免地迎来城市综合体的大发展时期，如何科学地总结发达国家和地区的相关经验与教训，探索适合中国国情的都市综合体发展道路，使之成为良的好城市生活和城市环境不可或缺的积极要素，是摆在规划师、建筑师、投资运营者、城市决策者、管理者以及公众面前的重要课题。无疑，本书对全球都市综合体案例的系统归纳和研究，对广大的中国读者来说非常及时，它将有益于推动中国这一领域的发展。

张杰

2009年于清华荷清苑

张杰教授。

现任清华大学建筑学院住宅与社区研究所所长，博士生导师。中国城市规划学会城市设计学术委员会委员、中国城市规划学会历史文化名城学术委员会委员、北京市城市规划学会理事、北京城市设计与古都风貌保护规划学术委员会委员、《城市规划》、《住区》、《城市环境设计》编委会委员。多年来担任清华大学与麻省理工学院建筑系、与宾夕法尼亚大学建筑JointStudio 指导教师。2002年任哈佛大学设计研究生院Beijing Studio特邀评委。多次荣获清华大学“良师益友”称号。

Preface 2

Zhong Bin General Secretary of All-China Federation of Industry and Commerce
Affiliated China Real Estate Chamber of Commerce;
General Secretary of All-China Federation of Industry and Commerce Affiliated
China Building Architects' Alliance

In the year 1998, China implemented “Housing institutional reforms”, which hastened the dawn of the modern real estate industry in the true meaning of the term. In the decades that ensued, China's real estate industry would see rapid development, scoring notable successes for investors, and quickly making China amongst all other countries in the world the one country with the largest number of projects under development, and the fastest rate of product evolution. To this day, as fundamental changes are taking place in the world, China's real estate industry has entered an all new era. Realty products are not merely filling the simple needs for habitation, or business uses, in place of that are general precinct wide or district wide development projects of grand scale, servicing multi business lines and encompass residential dwellings, commercial premises, shopping, recreation, entertainment and so forth, the most typical representation of which are the “urban complex” projects.

Urban complex eminently realised the realty development concept of “property ownership, business ownership, employment opportunity” for the industry, it became an economic engine for the modern metropolis districts or cluster of areas through concentration of population density and creation of taxation sources, it also became an iconic symbol for the city due to its distinctive landmark building architecture, it thus unabashedly became a hallmark product for the modern real estate industry. Looking at the domestic industry scene, the earlier urban complex projects were mostly backed by Hong Kong interests or developed using investment capitals from overseas corporations, and the design works were undertaken by overseas firms. Faced with the irresistible allure of enormous economic and brand promotion potentials, domestic developers are even clambering to get in the game, up and down the country, there are numerous urban complex projects or commercial-sponsor urban complex projects of different descriptions appearing in droves. When the clamouring and hot-headed rush have abated, we realise the history of urban complexes in China is not that long, the experience we have garnered and the empirical practice we can draw upon is extremely limited, for many developers the sources at their disposal are far from adequate. Many completed project came with “built-in weakness” in design and viability problems; in short, much improvement is to be desired of the development of urban complexes in the domestic market.

Taskin Consulting is one of the earliest and also a highly professional planning and management organization for urban complexes, and by a process of first-hand experience, on-site inspection in-situ visiting, along with compilation and analysis of a large amount of materials, Taskin not only published “Development Research and Empirical Practice in Large-Scale Urban Complex”, it also produced this “Collection of 20 Global Case Studies of Urban Complexes” which is a highly valuable reference source for property investors, developers and designers alike. The case studies collected in this book are carefully selected urban complex projects of the most coveted type from around the world, packaged into a highly representative compilation. Moreover each individual case study is presented in a well-structured and comprehensive format, and for each project, all the problems encountered and the solutions found in such aspects from conception, planning, design to business operation and so on are given “disclosure” in full, dramatically “recreating” the whole process of the project from inception to completion, offering highly valuable empirical experience to the reader of this book. In addition, this book's editors have also organized the case studies according to such main themes as renovation projects, industry sector renewal, heritage conservation, and so on, making it easier for the reader to find urban complex blueprints suitable for projects they are currently undertaking; furthermore, because this book not only included projects from such major international metropolis as New York, London, and Tokyo, it also directed considerable attention into presenting certain excellent urban complex projects in China proper, such a fusion of the “panoramic” and “local experience” will serve to give a East-West perspective to the reader. After reading this book, we can also see the editors' “thoughtful consideration for the readers” fully committed to paper.

Without a doubt, the urban complex will leave its distinctive mark in China's urbanisation process, and as food for thought for generating ideas in development and construction of urban complex, this book will certainly make remarkable contributions for advancing the professionalism of real estate industry players and particularly those involved in construction and business operation of urban complexes in this country, at the same time greatly boosting the quality standard of China's urban reconstruction.

Zhong Bin: Li-li ethnic nationality. Graduated from the Faculty of Philosophy, Sichuan University. Professional experience: Producer, Sichuan Television; Studio Manager/ Producer, Chengdu Television; Director, Media Centre, All-China Federation of Industry and Commerce Affiliated China Real Estate Chamber of Commerce; Chief Editor of “China Real Estate” magazine; Currently serving as General Secretary of All-China Federation of Industry and Commerce Affiliated China Real Estate Chamber of Commerce; and General Secretary of All-China Federation of Industry and Commerce Affiliated China Building Architects' Alliance.

序言二

钟彬 全国工商联房地产商会秘书长、全国房地产设计联盟秘书长

公元一九九八年，中国实行“住房制度改革”，在中华大地上催生了真正意义上的现代房地产业。十余年来，中国房地产业发展迅猛、成就显著，很快成为全世界所有国家中开发量最大、产品进步最快的一个组分。时至今日，业界的一切都在发生着深刻的变化，中国房地产业走进了一个全新的时代。房地产产品不在仅仅满足单纯的居住、商业用途，取而代之的是大体量、多业态并囊括居住、商务、购物、休闲、娱乐等多种功能的综合性区域开发项目，其中最为典型的形态就是“都市综合体”项目。

都市综合体完美的实现了“置业、创业、就业”的产业地产开发理念，通过人流聚集和税源创造成为现代城市区域板块经济的引擎，还由于其建筑的地标性而成为城市的形象名片，当仁不让的成为当代房地产业的标志性产品。放眼国内，早期的都市综合体项目很多是香港企业或国外企业投资开发，并由国外设计机构承担设计。面对巨大的经济和品牌效应的诱惑，国内开发商更是前仆后继，全国上下数量众多、种类各异的都市综合体项目或冠名都市综合体的项目不断涌现。喧嚣与浮躁之后，我们意识到，都市综合体在中国历史并不长，自己积累和可供参考的经验十分有限，很多开发商的资源条件也并不完备。许多已建成的项目存在许多设计上的“硬伤”和运营的困难，国内都市综合体开发与建设水平亟待提高。

德思勤公司是国内较早的也是非常专业的都市综合体项目策划运营机构，通过亲身参与、实地考察和拜访以及对大量素材的整理分析，不仅出版了《大型都市综合体开发研究与实践》一书，还形成了这本对房地产投资者、开发者和设计者都非常具有借鉴作用的《全球都市综合体典型案例》集。书中的案例都是通过精心挑选的世界最顶级的都市综合体项目，非常具有代表性。同时每个案例结构清晰，介绍全面，并把项目从策划、规划、设计到运营等各个环节所遇到的问题和解决途径进行了“全程揭秘”，“全景再现”了整个项目拔地而起的过程，为本书读者提供了非常宝贵的经验。另外，本书的编撰者们对选中的项目案例还按改造工程、产业重建、历史复兴等主题类型来区分，让读者更容易寻找到适合自己正在参与的都市综合体项目蓝本；另外，由于本书不只是包括纽约、伦敦、东京等国际大都市的项目，还重点介绍了在中国本土的一些优秀都市综合体项目，这种“全球视野”和“本土经验”的融会贯通，将为读者提供中西结合的思维。通过本书，我们也能看到编辑“为读者考虑周到”的思想跃然纸上。

无疑，都市综合体将在中国的城市化进程中书写下浓重的一笔，而作为启迪都市综合体开发和建设思路的本书，必将为提升我国房地产行业从业者尤其是都市综合体建设和运营参与者的专业水平作出巨大贡献，同时也将大大促进我国城市建设的水平。

斯为序。

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历任：四川电视台编导 成都电视台制片人/编导 全国工商联房地产商会传媒中心主任；
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现任：全国工商联房地产商会秘书长；全国房地产设计联盟秘书长。

Preface 3

Chen Shimin Master design architect;
Chairman of the board of directors of Chen Shi Min Architects.

Accompanying an accelerated of urbanisation process in Chinese cities and expansion of the real estate industry, urban complex as a municipal development model has more and more been looked upon with favour by local government authorities and certain property developers. As the forerun in China for urban complex theoretical studies and empirical practice, well-known Shenzhen real estate planning specialist Taskin Consulting collected together a large number of domestic and international living examples of urban complexes based on the firm's fruit of labour of empirical practice, which have been showcased in this volume, giving a comprehensive analysis of domestic and international urban complexes under development, providing a very useful reference for further research into this category of property.

The urban complex is a mode of urban resources integration, a different form of building configuration, though its appearance had deep-rooted backgrounds, but it is becoming an element in municipal reconstruction and urban renewal. For the business of running Chinese cities, it already is or soon will be playing a role of key importance in such areas as driving local economic development, and enhancing the municipal image. Apart from being suited to the Chinese geographical condition of scarcity of land and the need for high density development, urban complex is also associated with the enthusiasm in construction booms accompanying the rise of the Chinese nation, as it is linked to the quest for fast-paced and intensive, neat and tidy, comfortable, and efficient living, as it is connected with the fetish for capturing titles and accolade by municipal administrators, it therefore becomes plain to see that urban complex adapts well to market demands.

Urban complex development is really system engineering for resources configuration. But the first thing that needs to be emphasised is there should be clear-cut orientation for the municipality. Different cities, different districts and different lands would have different strong suits in resources. Therefore the scale, contents and configuration mode chosen for the urban complex should accordingly be different. Urban complex must undergo stringent market research and investment analysis, with conception, planning and development to be carried out by taking into account the actual local conditions. Particular considerations should be given to

the level of general development and consumption power of the people in the city. Not all cities and districts are suited to designing real estate business models of this kind. Especially third tier cities, certain undeveloped regions must be doubly careful when opting for this category of real estate development. Secondly, urban complexes tended to have rather noticeable city building features, and there is usually rather large spatial dimension, complicated meshwork transportation infrastructures, city landscaping and effective use of high-technology and so on, to have these architectural elements well executed in the design is an issue that must be resolved for each project. Of more importance is the urban complex must embrace a multitude of functional entities. Nowadays, the more popular examples comprise of office space as the main component, combining apartment hotels and large commercial facilities. Only through in-depth study of these heterogeneous functional features, ensure the internal and external transport links are well organised, enhancing the spatial adaptability as well as the metropolitan and district cultural concept it embodies, can it be possible for this intricate building to exude energy, producing economic viability and social benefits. In addition, urban complexes are symbols of municipal economic and cultural development, and it has a certain degree of iconic significance. At the present time, after this country has experienced a rapid and unconstrained phase of development, the development of urban complexes ought to be undertaken in a more systematic, more rational, and more efficient manner. At present, accompanying the rise of the low carbon economy, energy conservation, emission reduction, reducing pollution is an historic onus for the world, as much as it is for the nation, let's turning around the common failing of high density urban complex development from one of energy-thirsty, polluting, high emission, into that of the new urban complex characterised by energy self-sufficiency, pollution alleviation, and emission reduction, rather than simply keep dwelling on profits, superficial images and symbolisms. In that way, the contributions of urban complexes in enhancing the local economy, improving profitability for the development project, boosting the property's appreciation potentials, enriching municipal reconstruction, will become very obvious.

Mr. Chen Shimin;

Mr. Chen Shimin graduated from the Chongqing Architectural Engineering College in 1954 he has been practicing in the cutting edge of the profession for over 50 years, and has participated or led as many as 230 projects, receiving a total of over 60 awards. Design works by Mr. Chen Shimin not only stood in all parts of China, they also extend to Hong Kong, Japan and Canada. Mr. Chen Shimin was awarded the honoured title of China Master Design Architect in 1994.

序言三

陈世民 中国建筑设计大师、陈世民建筑设计师事务所董事长

近年随着中国城市化程度加速及房地产行业的膨胀，都市综合体作为城市开发的一种模式越来越受到地区政府主管部门及某些开发商的青睐。深圳著名房地产策划公司德思勤作为中国都市综合体理论研究及实践者，在前期策划理念与集合公司近年实践操作成果基础上，收集了国内外大量实例，编辑出版本册案例集，全面解析国内外正在发展的都市综合体，为深入研究这一物业类型提供了有力参考。

都市综合体是一种城市资源整合模式，一种另类的建筑组合形式，其产生虽有深刻背景，但正在成为城市建设与城市更新的元素。在中国的城市运营中，它正在或即将在推动地区经济、提升城市形象方面起着不可忽视的作用。都市综合体除了较为适合中国人多地少需要高密度开发的地域原因外，也与中国崛起建设高潮热情有关，与中国广大使用者对于集约、简洁、舒适、高效生活的追求有关，也与城市管理者夺标情感有关，因此都市综合体适应市场需求成为必然。

开发都市综合体实际是一种资源组合的系统工程。首先必须强调的是，应有其明确的城市性定位。不同的城市，不同的区域以及不同的地块也有着不同的资源优势。所采用的综合体的规模、内涵及组合方式均应有所不同。都市综合体需要通过严谨的市场调查及投资分析，结合当地实际情况进行策划、规划及建设。特别应考虑其城市发展水平及人口消费能力。并不是所有城市及区域都适合设计这种物业业态。尤其三线城市、部分未发达区域在选择这种物业类型时更应审慎对待。其次，都市综合体有着较明显的城市建筑特征，通常有着较大的空间尺度、复杂的网络型交通、城市景观塑造与高科技技术的有效运用等，设计好这些建筑元素是每个项目所必须解决的问题。更为主要的是都市综合体要包容多种功能实体。现在比较流行的是办公空间为主兼有酒店公寓及大型商业设施组成。只有深刻研究这些不同功能的特征，组织好对内对外交通联系，提高空间适应性以及所承载的城市与地区的文化概念，才能使这个复杂的建筑出彩，产生经济的和社会的效益。另外，都市综合体是城市经济和文化发展的代表，具有一定程度的标志性。今天，在中国经历快速粗犷型开发阶段之后，开发都市综合体需要更科学地，更理性地，更有成效地进行。

目前低碳经济兴起，节能、减排、降低污染既是世界的，也是民族的和自身的历史责任，让高密度开发的都市综合体从耗能、污染、高排放的通病转为能源自给，避免污染，降低排放的新型都市综合体，而不仅仅停留于利润、形象和标志性的层面上打圈子。那么都市综合体对提升地区经济，提高建设利润，提升物业增值空间，提升对城市建设的贡献作用将会十分明显了。

陈世民：

陈世民自1954年毕业于重庆建筑工程学院，在建筑设计第一线工作了50多年，参与并主持项目多达230项，共获奖60多项。陈世民先生的设计作品不仅遍及中国大地，而且扩展到香港、日本和加拿大。陈世民先生于1994年获中国建筑设计大师称号。

Preface 4

A blueprint oriented for the future

Hu Xiaojun Senior media specialist, Shenzhen Press Group; General manager, Advertising department, Shenzhen Economic Daily

The real estate industry in China is undergoing massive and fundamental changes. The urban complex as a new genre is currently in vogue in China, and is becoming a mainstream development model. This is a type of high efficiency building cluster based on certain main functions, with a multitude of supportive functions, packaging together commercial office space, residential apartments, the hotel trade, commercial merchandising, leisure recreation, a meshwork of transport links and parking system, some would even have included conferencing and exhibition facilities and so forth, clearly, it largely mirrors the main functions of a modern city, hence it is also called "city within city".

The appearance of the urban complex is an inevitable outcome as municipal evolution has reached a certain stage. It is not just a landmark building for the city; it is also an engine pulling along the local economy and an economic and cultural growth focus for the city. More importantly, it creates a new city space, allowing people who are used to fast-paced lifestyle to congregate in a general-purpose space that is convenient, handy, inexpensive, and multi-functional, to enjoy highly efficient and living and to work.

Nevertheless, at present, people's knowledge of it is limited. Too many "dashing haste" and "copycat" phenomena are exposed in the construction fervour to build urban complexes. Some people liken the waves of construction of urban complexes to "indigestion by binging", and this can be regarded as a very vivid description. In a 6-month-long general survey study conducted by the All-China Federation of Industry and Commerce Affiliated China Real Estate Chamber of Commerce on urban complex development in Chinese cities shows many so-called urban complex commercial property development projects had in no way perfected the essence of the urban complex, the number of main business lines add up to about 3, the majority had an over reliance on residential and commercial dwellings, the overall distribution of building types is general not too disciplined and not too logical, and these need to draw people's attention.

Taskin Consulting's "Collection of Global Typical Case Studies of Urban Complexes" represents a study on urban complexes from a new perspective, allowing the reader to gain a fresh insight into urban complexes. First, urban complex is not only a business line in the real estate industry, more importantly it is an economic model, a living and cultural space that is suited to the urban dweller. It is intricately linked with the municipal economy, town planning, metropolitan culture, and so on. From the large number of examples in this book, it is

readily apparent that the expertise involved in the development of urban complexes are many and varied, carrying out highly effective integration of municipal resources, commercial resources, and specialist resources is required if the economic viability and social impacts et cetera of undertaking urban complex development were to be realised. Second, this book has showcased to the reader classic case studies in urban complex in developed regions around the world, illustrating different development models. These urban complexes come from different countries, some are located in city centres, some are in auxiliary central districts, others are in seaside areas, yet a few more are city renovation projects and so on, the development models vary, this is a book of practical study blueprints in urban complexes, its usefulness is impressive. I believe the interested reader will find in this book relevant information. Third, the distinguishing features of this book is it analysed and generalised the experience and object lessons, the successes and failures of urban complex development from the different processes and different historical period of municipal development, providing a reference base for urban complex development in this country.

Urbanisation and globalisation has become an unstoppable current for future development of the whole of China. Particularly for certain more highly developed cities; they will vigorously press on urban complex development. How to maximize the value of a centrally located plot and realise short and long term business viability, have the government, the developer, shop owners, the shoppers and multiple resources well-integrated, at the same as creating an effective microeconomic business model that also serving as an important mode of economic activity and a cultural focus for municipal development? How to analyse the urban complex from a system perspective, relating such elements as idea notions for a city's development, planning orientation, population demographics, and consumption volumes, and even folk customs and social habits and so on? Answers or directions of ideas for consideration can be found in this book for all the relevant queries and questions about urban complex.

Of the excellent examples of urban complexes showcased in this book, some I have personally visited, and others I am familiar to some extent. Clearly, up to a certain degree, urban complex determines a city's individual characters and temperament, it makes people remember a city and enthral by it, so as to engender a deeper passion and awakening for life. It is hoped that China will have a larger collection of more excellent

Hu Xiaojun: Senior media industry professional.

Recipient of award/title of Guangdong Province Business Management Sector Progressive Personnel; Guangdong Province Popular News Reporting Prize; City of Shenzhen Popular News Reporting Prize; successfully planned and organised several large scale real estate, automobile, and tourism industry promotional activities in the city of Shenzhen. Mr Hu is currently General Manager of advertising department in the Shenzhen Economic Daily.

序言四

胡晓俊 资深传媒专家、深圳报业集团深圳商报社广告部总经理

中国房地产业正在发生巨大而深刻的变化。都市综合体，作为一种新的业态正在中国走红，并成为一种主流开发模式。它是一种以某种功能为主、多种功能配套的高效率建筑群落，集商务办公、居住、酒店业、商业、休闲娱乐、纵横交叉的交通及停车系统于一身，有些还具有会展等展览功能，可以说它基本具备了现代城市的主要功能，因此又被称为“城中城”。

都市综合体的产生是城市形态发展到一定程度的必然产物。它不仅是城市地标性的建筑，也是拉动区域经济的引擎和城市经济和文化的增长极。更重要的是，创造一种新的城市空间，让习惯快节奏的人们在一个方便、快捷、经济、集多种功能于一体的综合空间里，享受高效率的生活和工作。

然而，现在，人们对它的认识还有一定的局限性。在都市综合体的建设热潮中暴露出太多“狂进”、“跟风”的迹象。有人用“暴饮暴食，消化不良”来形容都市综合体的建设，可谓形象至极。全国工商联房地产商会曾历时半年对中国都市综合体开发的普查调研显示，国内众多号称都市综合体的商业地产项目，均无法完美体现都市综合体的含义，其主要业态主要在3个左右，大部分以住宅和商业为主，建筑类别的比例分配存在不太科学与不太合理性，这需要引起人们的警惕。

德思勤公司《全球都市综合体典型案例集》以一种新的视野对都市综合体进行研究，让人们综合体进行全新的认识。第一，都市综合体不仅是一种房地产业态，更重要的是一种经济形态，一种适应都市人的生活空间、文化空间。它与城市经济、城市规划、城市文化等密切相关。从本书大量案例中可以看到，都市综合体的开发涉及专业众多，需要对城市资源、商业资源、专业资源进行高效整合，才能实现都市综合体的开发效益及社会影响等。第二，本书向人们展示全球先进地区都市综合体的经典案例，展示了不同的开发模式。这些都市综合体，属于不同的国家，有的在城市中心区，有的在城市副中心区，有的在滨海区，有的是城市改造项目等等，开发模式不尽相同，本书是一部都市综合体实证研究蓝本，具有很强的操作性。相信有心者会从中读到对自己有用的信息。第三，本书的特色，是从城市发展不同进程，不同历史阶段来分析总结都市综合体开发中经验和教训，得与失，为国内都市综合体的开发提供借鉴。

城市化、国际化已成为整个中国未来发展的必然趋势。特别是一些发达城市，将会大力开发都市综合体。如何将一个核心地块的价值最大化并实现长短期的良性循环，将政府、开发商、商家、消费者和多重资源整合好，既创造一个微观的有效商业模型，同时又是城市发展重要的经济形态、文化节点？如何从系统角度观察都市综合体，把它与一个城市的发展思路、规划方向、人口构成和消费水平乃至风俗习惯等要素相关联？关于都市综合体的相关疑惑问题本书中都可以找到答案，或思考的方向。

本书介绍的这些优秀都市综合体，有的本人去过，有的了解一些。可以说，在相当程度上，都市综合体决定一个城市的个性与精神气质，它使人们对一个城市产生记忆与向往，从而对生活有更深的热爱与体悟。希望中国拥有更多更优秀的都市综合体。

是为序。

胡晓俊：资深媒体人，

曾获广东省经营系统先进个人称号、广东省及深圳市好新闻特别奖，多次成功组织策划深圳地产、汽车、旅游等大型活动。现任深圳商报广告部总经理。

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