

Task Force on Harbourfront Developments in Kowloon, Tsuen Wan and Kwai Tsing

For discussion
on 19 January 2015

TFK/01/2015

The Avenue of Stars and Salisbury Garden Revitalisation Plan

PURPOSE

This paper serves to update the progress on the revitalisation of the Avenue of Stars (AoS) and Salisbury Garden (SG).

BACKGROUND

2. In its meeting of 25 October 2012, the Yau Tsim Mong District Council (YTM DC) requested New World Development (NWD) to revitalise the AoS to meet the substantial expected increase in tourist traffic to our waterfront in the future years. In view of the public demand, NWD subsequently submitted a proposal to Leisure and Cultural Services Department (LCSD) on a non-committal basis outlining the opportunities to revitalise the existing SG, AoS and the adjoining East Tsim Sha Tsui Promenade.

3. NWD's proposal to revitalise and re-shape Tsim Sha Tsui (TST) Waterfront into a vibrant cultural and leisure destination for both local residents and overseas visitors was well appreciated and supported by Government departments. A public-private partnership (PPP) approach was proposed for the Project implementation, as this approach will provide the large impetus and considerable synergy for an effective and efficient implementation of the revitalisation works and bring a holistic process to the vision, design and management of the TST Waterfront as a wholly integrated precinct for leisure, culture, recreation, education and tourism. The proposed ideas, concepts and design were well received by the Task Force on Harbourfront Developments in Kowloon, Tsuen Wan and Kwai Tsing (Task Force) in its meeting held on 22 January 2013.

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4. Taking into account Members' views expressed at the previous meeting and the views collected during the year-long consultation exercise with relevant stakeholders, NWD proposed an updated revitalisation plan for the AoS and SG and the key features are summarised in the ensuing paragraphs.

THE UPDATED REVITALISATION PLAN

5. Having consulted extensively with relevant Government departments, advisory/statutory bodies including the Task Force, YTM DC, as well as stakeholders in the Tourism and Movie Sectors, NWD has refined the design and key features of the revitalisation plan. The latest proposal strives to meet the overall vision for a revitalised waterfront and the aspirations of the public and other stakeholders. The latest master layout plan shown at Annex 1 and the main features of the updated design are summarised as follows:-

Holistic Approach to the Waterfront Planning and Operation

6. NWD is aware of the importance of an integrated approach in the design and planning of a waterfront as well as a holistic management in realising a successful waterfront precinct for leisure, culture, recreation, education and tourism. The TST Waterfront will serve as an important gateway and critical interface between the fluid dynamism of Victoria Harbour and the adjacent thriving urbanism of the Kowloon peninsula.

7. The proposal aims to holistically review the necessary improvement of the entire waterfront, rather than on a fragmented approach. As LCSD has been implementing improvement works to the waterfront area such as Cultural Centre and the Museum of Art, NWD will carry out improvement works for Salisbury Garden, AoS and the East TST Promenade. A unifying vision and concept best befitting the waterfront and amenities can be developed and realised in a more complete and coordinated manner. This will optimise the coherency of the TST Waterfront in provisioning for cultural,

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community and tourist space, providing a high quality experience for the public and tourists alike.

8. To ensure a successful and effective operation of the waterfront, it is proposed that a Not-for-Profit Organisation (NPO) be set up with an aim to provide a general oversight in addressing the managerial and operational concerns and details in a way best benefitting users in a self-sustaining manner.

Comprehensive and Effective Utilisation of the Waterfront

9. The Concept Plan comprises of Phase 2 of SG, AoS and Eastern part of the TST Waterfront Promenade (ETST). It includes a variety of active and passive amenities and facilities at the various open spaces along the TST Waterfront.

Phase 1 of Salisbury Garden

10. The comprehensive revitalisation at TST Waterfront is a various stages of planning and implementation. The Concept Plan at SG takes place in two phases. The first phase at the western part fronting the Museum of Art for a new Art Square was completed in September 2014 by the LCSD.

Phase 2 of Salisbury Garden

11. NWD has recognised the opportunity to transform SG into a unique urban garden, providing not only shade, seating and a comfortable environment for leisure and recreation – but to integrate both phase 1 and phase 2 of the SG and to act as an interconnected gateway serving as a gathering point, destination and thoroughfare for the entire TST Waterfront area. The second phase of SG redevelopment is at the eastern segment, which aims to transform SG to a gateway from Nathan Road to the harbourfront; extend the waterfront promenade; and to function as a node around the Cultural Square, Museum of Art precinct and AoS. The objectives are to give SG such character and identity to function as one of

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Hong Kong's premier cultural hubs. The overarching aim of the plan is to enhance attractiveness, vibrancy and accessibility of the complex and surrounding waterfront area – providing a diverse, inspiring and engaging cultural and recreational environment for visitors.

Extension of Avenue of Stars to East TST Promenade

12. It is observed that the current AoS is highly congested and leads to a saturation of visitors at the western part of the waterfront, dissuading members of the general public from visiting. With this in mind, it is proposed that the AoS be extended towards the east, where the existing ETST promenade is currently underutilised. It will allow the entire TST Waterfront to be flexibly used for various leisure and recreational activities for all kinds of visitors while also retaining the romance, ambience and unobstructed view so that the inherent quality of the TST Waterfront could retain as the most prime area to enjoy and appreciate the ambience and unobstructed views of Victoria Harbour.

13. The Concept Plan for AoS entails a renovation of the existing structure to develop a world-class urban waterfront promenade, complete with adequate and appropriate amenities to serve visitors. A new balustrade design is proposed to enhance the visitors' waterfront experience. Rationalisation of existing design elements to allow for furniture and greenery provisions with efficient pedestrian circulation is proposed, as well as more shading. Relocation of existing kiosks outlets to the east and west ends of the AoS is proposed to maximise the pedestrian circulation area along the promenade, whilst also allowing for more appropriate locations for amenities to be provided, forming new points of interest and gathering nodes. Street furniture will be capable of serving a variety of purposes with adequate storage provisions provided on-site.

14. The ETST area will retain excellent connectivity with the rest of the Project, and help distribute more evenly patronage by locals and tourists throughout the TST Waterfront. The objective of the Concept Plan for ETST is to promote patronage as a destination in its own right, by attracting and

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welcoming pedestrian flow from AoS, and completing an active pedestrian connectivity. It envisages a variety of attractions at its various sections which includes areas to commemorate past and present members of the Hong Kong movie industry, and it is anticipated that the AoS attractions be more extensive in engaging the visitors to allow for better understanding and appreciation of the industry's glamour and chequered history, as well as a site of tribute. Proposed F&B amenities will allow for necessary provisions for the visitors and more diversified dining opportunities including outdoor café and eating places. The area underneath the Hung Hom Bypass has been identified for use as an event/performance area, with opportunities for F&B and retail stalls/karts to enhance the attractiveness and experience on the eastern end of the waterfront.

Enhanced Connectivity and Accessibility

15. To ensure that the Project is adequately connected, a comprehensive review of the traffic impact has been conducted, which entails various traffic improvement measures, including enhanced pedestrian linkages, expanded coach vehicular drop off/pick up and parking facilities. Temporary traffic management proposals during the construction period have also been proposed. Please refer to Annex (2) for further details of the proposed traffic improvement measures.

16. The Transport Department and YTM DC have reviewed the proposed traffic improvement measures and have given their support in principle for all relevant proposals.

Future Management by Public-Private Partnership (PPP)

17. The TST Waterfront area is currently managed by LCSD, including the AoS part which has been entrusted to AOS Management Limited (AOSML), a subsidiary of NWD, under the Public-Private Partnership (PPP) management approach. For future management, NWD would recommend a NPO be set up and responsible for the operations of the TST Waterfront holistically (ie, areas that are re-constructed by NWD: second phase of SG, AoS and ETST).

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Details of this arrangement will be further discussed with the relevant Government departments and bureaux.

18. The recommended approach would enable flexible management whilst observing the pre-set guidelines, thus ensuring the effective delivery of a sustainable and successful public space that provides quality leisure and recreational environment to visitors. In highlighting the importance of adopting a holistic approach to the TST Waterfront revitalisation, reference can be made to other successful public open-space management models worldwide such as High Line Park and Bryant Park, which are both run by NPOs.

RESPONSE TO MEMBERS' COMMENTS

19. Following the last meeting of the Task Force in January 2013, we have attempted to redress some of the concerns raised, incorporating members' inputs into the current Concept plan. Our response to some of the prominent concerns raised are:-

- a. to feature a large, atmospheric event plaza and a spacious event lawn which will be used to host major events, complete with suitable sound, lighting, seating and other necessary equipment, as well as on-site storage;
- b. to review the design of SG for allowing visibility from Nathan Road and tie in with other renovation works at the entire HKCCC;
- c. to lengthen the existing bus layby along Salisbury Road, with an additional drop-off point/coach parkings under the Hung Hom Bypass;
- d. to have additional amenities and ancillary services facilities in the Concept Plan. Outdoor café, food kiosks, choice of

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refreshments, retail and “pop-up” shops are included. Disable access would also be made available;

- e. to propose the formation of an NPO tasked with management and operations so as to embody the spirit and principles of the Harbourfront Commission (HC) guidelines to operate and manage the entire waterfront in a holistic and comprehensive manner.

STAKEHOLDERS ENGAGEMENT

20. The Concept Plan has been prepared in consultation and collaboration with stakeholders including the YTM DC, Hong Kong Tourism Board, Tourism Commission and the travel industry, the HK Film Awards Association and other movie-related parties, LCSD, the Civil Engineering and Development Department, the Architectural Services Department, the Highways Department and the Transport Department. The general public have also been consulted through a general consultation survey.

General Public Survey

21. The results of the customer survey were overwhelmingly positive, with an average of 90% approval across the proposed redesign of SG, AoS and ETST. Additionally, 89% agreed the proposed redesign would enhance their level of enjoyment whilst visiting, alongside increasing the frequency of their visits. The public were also highly positive about increasing retail and F&B offerings at the new Waterfront area. More dining facilities and retail/pop up stores were also suggested as a means of enhancing the visiting experience. A finding summary is provided at Annex 3.

Adhering to Harbour Planning Principles (HPP)

22. As the revitalisation and redevelopment takes place alongside the waterfront, utmost consideration has been given towards adhering to HPP

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guidelines. The Concept Plan refers to the existing waterfront promenade and will not affect the function of Victoria Harbour as a natural asset, and will **preserve the Victoria Harbour** with a stronger cultural ambience. The proposed new structures are of low-density, providing a human scale environment. It forms a gradation of height profiles descending from the hinterland towards the Harbour, and is in appropriate disposition and orientation to preserve existing harbour views and viewing corridors.

23. The proposed development plan includes an array of local flora selected for waterfront suitability and shade offerings. Open spaces will be vegetated as much as possible; trees for shade have been placed as to provide minimal visual disruption to the waterfront view. No additional reclamation or land formation will be required as future deck areas will be built upon existing piles and will not exceed the existing footprint.

24. **Stakeholder engagement** has been considered and conducted from an early stage prior to formulation of detailed proposals. The needs, wants and concerns of various stakeholders have been considered. Existing restaurants around TST Harbourfront are limited to a few high cost locations. Proposed eating places, shops and services on the waterfront promenade will capitalise on the Harbour as an important resource for waterfront dining and shopping experience whilst remaining accessible to all.

25. The Project has been envisaged with long-term **development sustainability** as one of its key tenets. Financing for the maintenance, operations and management will derive from F&B/retail operations, as well as venue rental. Green building principles have been included, and use of environmentally friendly materials, renewable energy and energy efficient installations will be done wherever possible.

26. The revitalisation plan also attains the principle of **Integrated Planning** as it will be a holistic plan for re-energizing the holistically SG, AoS and ETST and integrated with the Phase 1 of SG and the HKCC Complex in the TST Waterfront so as to realise and deliver the highest and best use of the

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waterfront. It is a holistic comprehensive integrated urban design and landscape concept for the area.

27. The plan will also achieve **proactive harbour enhancement** as it will facilitate better enjoyment and ambience at the waterfront, one of Hong Kong's most recognisable landmarks to the international community. The Concept Plan is a proactive attempt to improve and cater for increasing numbers of visitors, as well as their growing needs and aspirations. It includes a variety of open ended event and cultural spaces, creating a dynamic and vibrant contribution to Hong Kong's cultural scene, and as a preminent tourist destination – towards Hong Kong's brand identity worldwide. The proposal will address the existing shortfall of eating, seating and meeting places at the waterfront.

28. The proposal will facilitate more **accessible harbourfront** as it forms a cluster with hotels nearby across Salisbury Road, facilitating a continual promenade between Star Ferry Pier, Cultural Square, AoS and Hung Hom - providing active pedestrian links to East TST, the museums on Chatham Road South, Hung Hom MTR Station and the Coliseum.

29. The Concept Plan is an improvement to the existing waterfront promenade regarding **public enjoyment**. The new high-quality spaces will strengthen the character and identity of Hong Kong, providing for a multitude of uses from a plethora of different users.

30. The Concept Plan will simply make use of existing piles and therefore reclamation is not required. Key AoS elements will be temporarily re-provisioned at the TST East Waterfront Podium Garden during revitalisation and redevelopment to minimise downtime disruption.

THE WAY FORWARD

31. Improvement works at the TST Waterfront are anticipated to commence in Q3, 2015. It is proposed that the SG, AoS and ETST be closed

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simultaneously to ensure public safety, reduce construction time and the closure period. The SG and ETST renovation works will be completed and reopened in approximately two years while the existing AoS renovation works, which includes the re-provision of the bridge deck will be completed and reopened in approximately three years.

32. During the construction period, part of the existing AoS attraction features will be relocated to TST East Waterfront Podium Garden to ensure the continued provision of attractions for visitors. The relocated area retains excellent connectivity to nearby transport access and has open harbour views. Various stakeholders had been consulted and positive response had been received on the relocation of the AoS attractions. They had no objection to simultaneous closures on the TST Waterfront to speed up overall construction time.

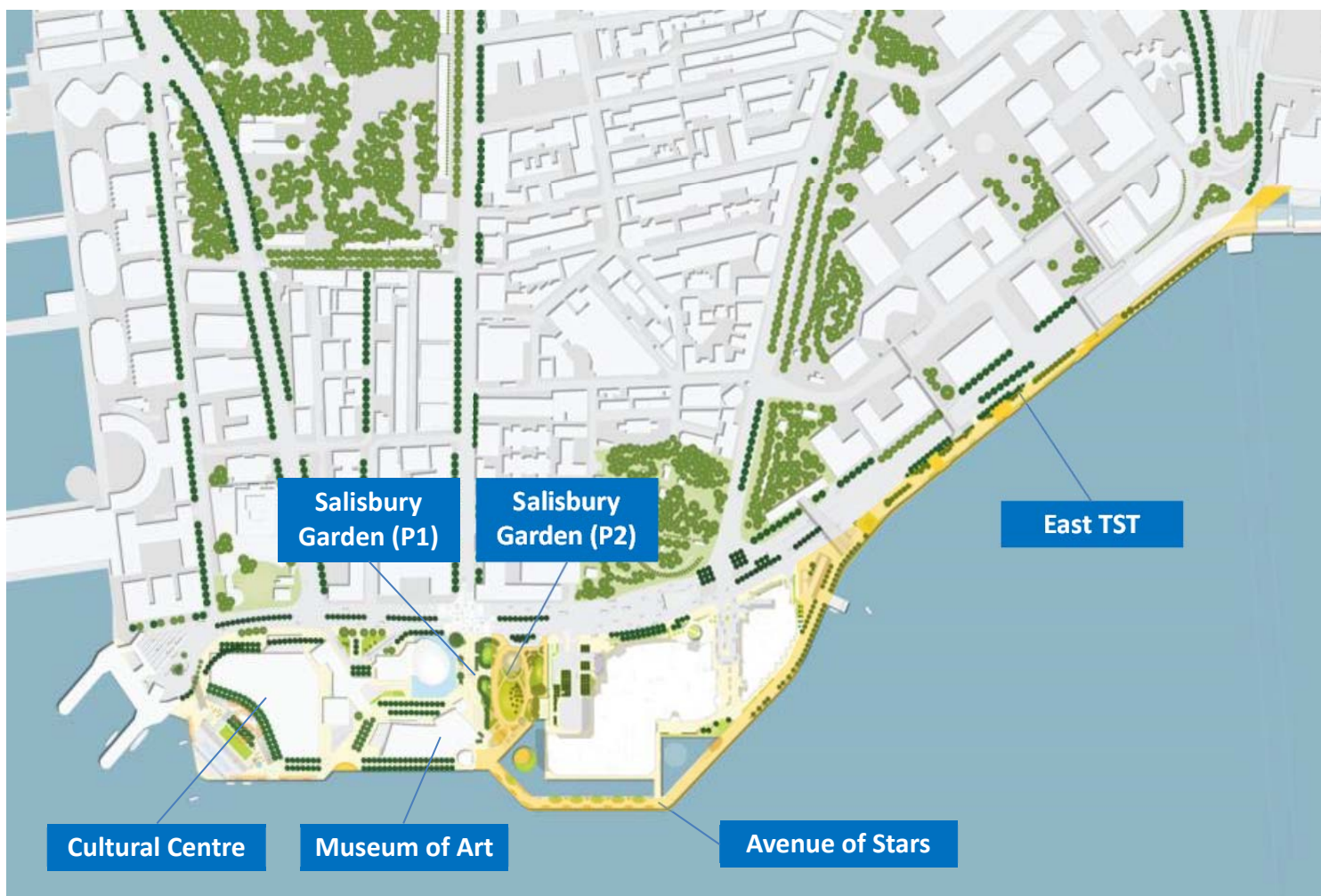
33. Approvals and statutory requirements will be duly observed, including the submission of planning applications to Town Planning Board for the provision of eating places and shops contained in the Concept Plan.

ADVICE SOUGHT

34. The revitalisation of the AoS and SG aims to realise the development of the TST Waterfront in a holistically coherent manner, catering to the different aspirations of various stakeholders and further developing the space as one of Hong Kong's premier tourist destinations enhancing the international appeal of the city. Therefore, the support and endorsement of relevant parties is crucial to its success. Given its value to our vision for a vibrant and attractive harbourfront for public enjoyment, we would recommend that HC render its support to the Project.

New World Development Company Limited
January 2015

MASTER PLAN

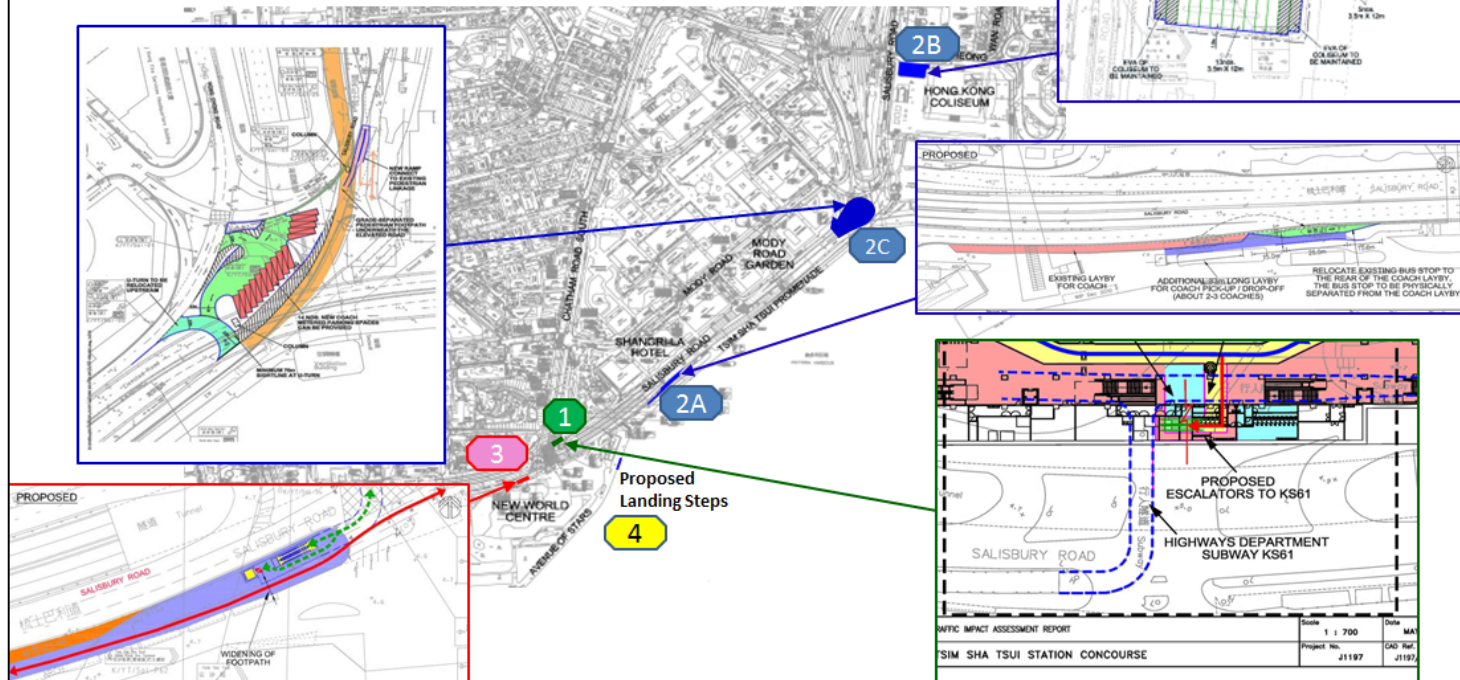


(Not to Scale - For Indication Purpose Only)

TRAFFIC IMPROVEMENT MEASURES

SUMMARY – PROPOSED PERMANENT DESIGN




1. Proposed New Connection from ETS Station to Subway No. 4
- 2A. Proposed Expansion of Salisbury Road Coach Layby
- 2B. Proposed Upgrading Hong Kong Coliseum Coach Carpark
- 2C. Proposed New Coach Carpark at Salisbury Road under Hung Hom Bypass
3. Proposed Connection to Subway No. 4
4. Proposed Landing Steps



CUSTOMER SURVEY SUMMARY

Evaluation on the proposed designs – by locations

- The public is **extremely positive** towards the proposed Waterfront designs, with all designs for each respective area receiving a high level of liking.
- In addition, the vast majority agrees that their level of enjoyment towards these 3 locations will **improve** with the new designs.

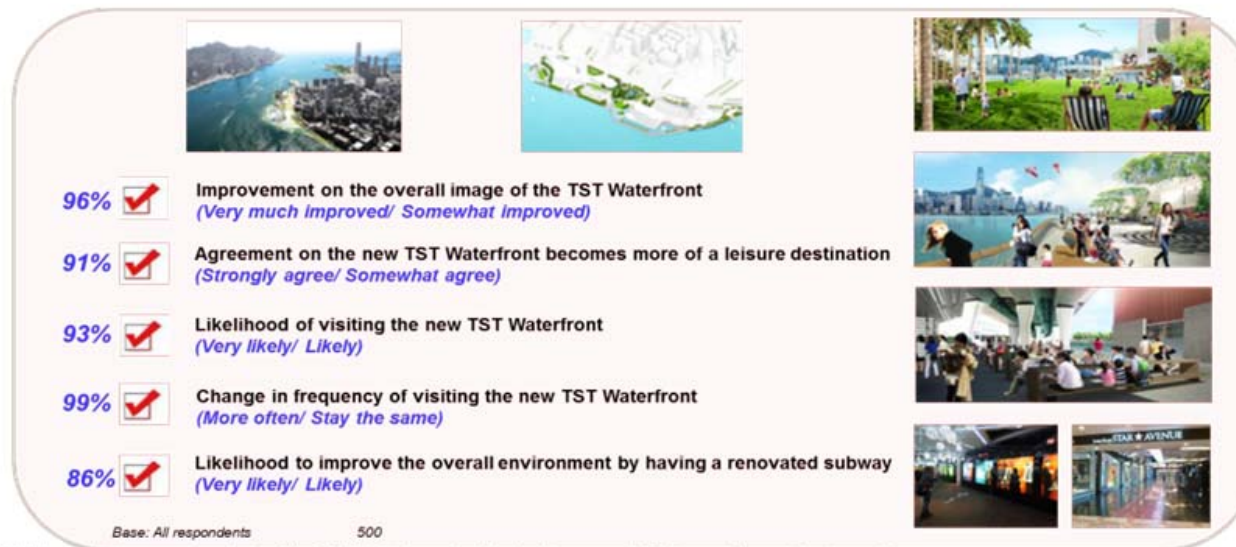
	Liking of the proposed design (Like it very much/ Like it)	Agreement on having an Improved level of enjoyment (Strongly agree/ Somewhat agree)
	%	%
<i>Proposed design of Salisbury Garden</i> 	92%	89%
<i>Proposed design of Avenue of Stars</i> 	91%	90%
<i>Proposed design of East TST Promenade</i> 	88%	87%

Base: All respondents 500
 C6/8/10. How much do you like the proposed new design of the Salisbury Garden/ Avenue of Stars/ East TST Promenade?
 C7/9/11. To what extent do you agree that your level of enjoyment towards the Salisbury Garden/ Avenue of Stars/ East TST Promenade have been improved with this new design?

Note: Survey conducted in Summer 2014

Evaluation on the proposed designs – Overall TST Waterfront

- The public is **very positive** towards the overall image of the new TST Waterfront area; they agree that the area will become more of a leisure destination.
- Not only **over 90%** of the respondents will make a visit to the new area in the future, but they will also **increase their frequency** of visiting this area. The renovated subway will also have a positive impact on the overall environment.



C12. After seeing the proposed new design of the TST Waterfront area, to what extent do you agree that the image of the area has improved?

C13. To what extent do you agree that the new TST Waterfront area is MORE of a leisure destination in Hong Kong?

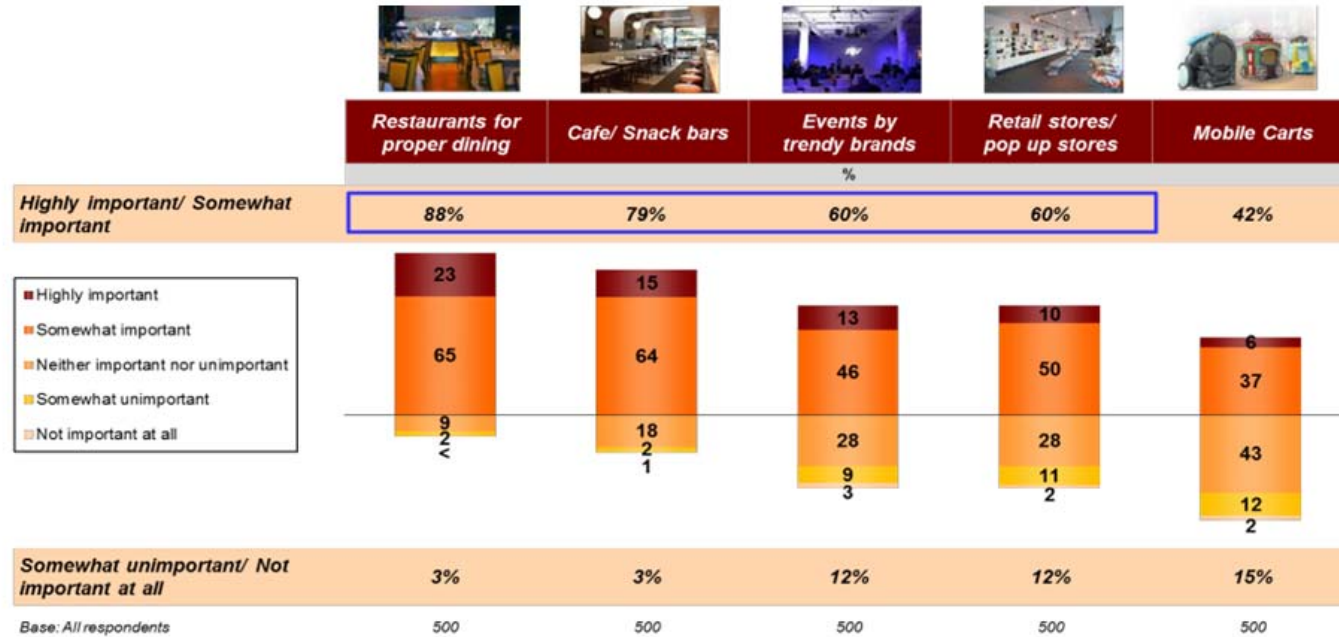
C14. After seeing the proposed design of the TST Waterfront area, how likely are you going to visit this area?

C15. How does the new TST Waterfront area affects your frequency in visiting this area in compared to before?

C16. Throughout the renovation for the TST Waterfront area, should the condition of the subways connecting to other parts of TST be improved as illustrated in the pictures. How likely would it improve the overall environment of the Waterfront area?

Importance of various facilities/ features in serving you on future visit - Summary

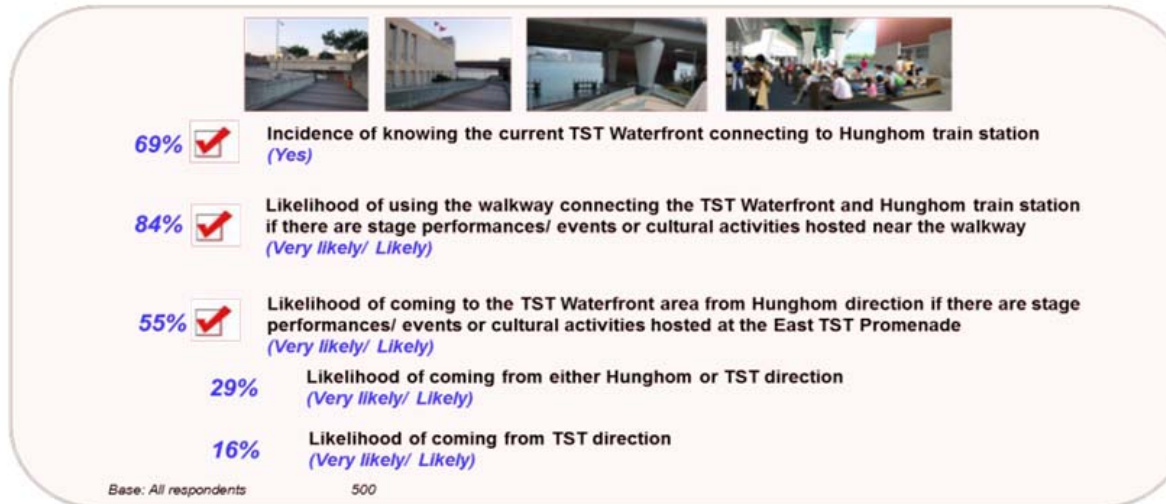
- **Various retail concepts are generally welcomed.** Dining facilities (both proper restaurants and café/ snack bars) are particularly popular, followed by brand events and retail stores/ pop up stores.



C17. In specific, if the followings are to be included in the area after the renovation, how important it is to serve you in your future visit? Please use a 5-point scale to indicate, with 5 being 'Highly important' and 1 being 'Not important at all'

Walkway connecting the TST Waterfront and Hunghom train station

- **Over 80%** will use the walkway if there are stage performances/ events or cultural activities hosted near it (84%).
- **Over one half would consider coming from the Hunghom direction to the Waterfront area if there are stage performances/ events or cultural activities hosted** at the East TST Promenade (55%), thus Hunghom can become a key entrance to the Waterfront area with these events or activities hosted and it can divert more traffic to the East TST Promenade.



C19. Do you know that the current TST Waterfront area is connected to the Hunghom train station?

C20. In fact, there is a walkway that connects the TST Waterfront area and the Hunghom train station. If there are stage performances/ events or cultural activities hosted near this walkway, how likely would your usage of this walkway be increased?

C21. Should there be stage performances/ events or cultural activities hosted at the East TST Promenade, where it is closer towards the Hunghom train station, would you consider coming to the area via Hunghom or would you still prefer to come through the TST area?