

# Harbourfront Commission Meeting - Update on the Avenue of Stars and Salisbury Garden

Date : 27 August 2024



**Highlight of the Requirements of Invitation for Proposal (IFP)  
for the provision of Management, Operation and Maintenance  
(MOM)  
of the Avenue of Stars (AoS) and Salisbury Garden (SG)**

# Extension of AoS boundary :

Salisbury Garden (SG), Outpost, Catering Facilities and Boundary up to TST East Promenade (Dragon Head Fountain)



# Day-to-day Management, Operation and Maintenance - KPIs

Performance Indicator	Minimum Performance Target
1. Number of Programs / Events	12 per year
2. Satisfaction Level of Visitors	75%
3. Occupancy Rate of Business Areas / Facilities Proposed by the Operator	80%
4. Service Availability of Major Electrical and Mechanical Systems <ul style="list-style-type: none"> <li>• Electricity Supply Installation</li> <li>• Air-conditioning Installation</li> <li>• Fire Services Installation</li> <li>• Electronic and Mechanical Equipment and Systems</li> </ul>	95%
5. Completion of Minor Repair and Maintenance to Building Structures and Facilities within the agreed time scale	100%
6. Service Availability of Soft Landscape	100%
7. Security (Availability of Security Guards to provide security service and emergency support)	100%
8. Cleansing (Provision of regular cleansing services according to work schedule)	100%
9. Response Time to Public Complaint and Enquiry <ul style="list-style-type: none"> <li>• Reply to complainant within 10 calendar days for general complaints and enquiries; and</li> <li>• within 24 hours for urgent complaints and enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Reply to complainant within 10 calendar days for general complaints and enquiries; and</li> <li>• Within 24 hours for urgent complaints and enquiries</li> </ul>

## **Enhancement Efforts in additional to IFP's Requirements**

# Enhancement Efforts in additional to the IFP's Requirements

## Beautification Plan to enhance public enjoyment and appreciation to the Harbourfront

- Harbour Stalls – **Upgrade and increase the number from 10 to 23** with more than 50% tenants from F&B
- Inject **F&B provision** to support events at the Outpost of SG
- New Kiosk – Introduce Twin Kiosks and the number of F&B kiosks **increased from 1 to 3**
- Signboard – increase **the number of signboard from 7 to 20** and upgrade to **LED** with navigation and promotional information
- Pavement Extension – **repaving the extension area** at TST East Promenade with **eco-friendly materials**
- Dragon Head Statue – To provide additional F&B Provision, set up the new Twin Kiosks at the current Dragon Head Fountain and relocate the Dragon Head Statue to the planter next to the current Dragon Head Fountain
- Enhance visitor's experience with **more shading and greenery area, seating amenities and rubbish bins**

## Diversified Commercialisation Plan for AoS and SG

- Implement commercialisation plan consisting of venue and advertising space hiring, addition of F&B services to management areas to maintain the venue's financial sustainability and support operation cost
- Increase **number of programmes / events to approx. 15 - 18** annually to enhance vibrancy of AoS and SG to attract more visitors
- Formalize a standardized hiring procedure and policies. Form an **AOS Vetting Committee** to assess and provide comments for future programs and events

## Brand Uplifting of AoS and SG

- **Refine AoS and SG logos** to rejuvenate the brand
- Leverage programmes/events' marketing impact to uplift the brand in locals and tourists' minds as an International Harbourfront Landmark for cultural happenings

# Increase & Refine the Trade Mix of Harbour Stalls

**Outpost:** Provision of F&B facilities to support event. Nature of provision: Chinese winery snacks, cocktail/Mocktail etc.

**F&B Kiosk 1:** Cocoberry

- Local food & drinks, ice-cream

**Stall 1 to 3:** 3x F&B Stalls

- Local Food & Drinks e.g. hotdog, fishball, siumai etc.  
- Popular international street food & drinks e.g. Bubble Tea, Coffee, Octopus ball etc.

**Stall 4 to 7:** 1x F&B + 3x Retail Stalls

- 1x Sightseeing Bus Ticketing (Big Bus)  
- 3x Arts & Crafts Souvenirs / Tourists Experience  
- 1x Local Food & Drinks

**Stall 8 to 13:** 3x F&B + 3x Retail Stalls

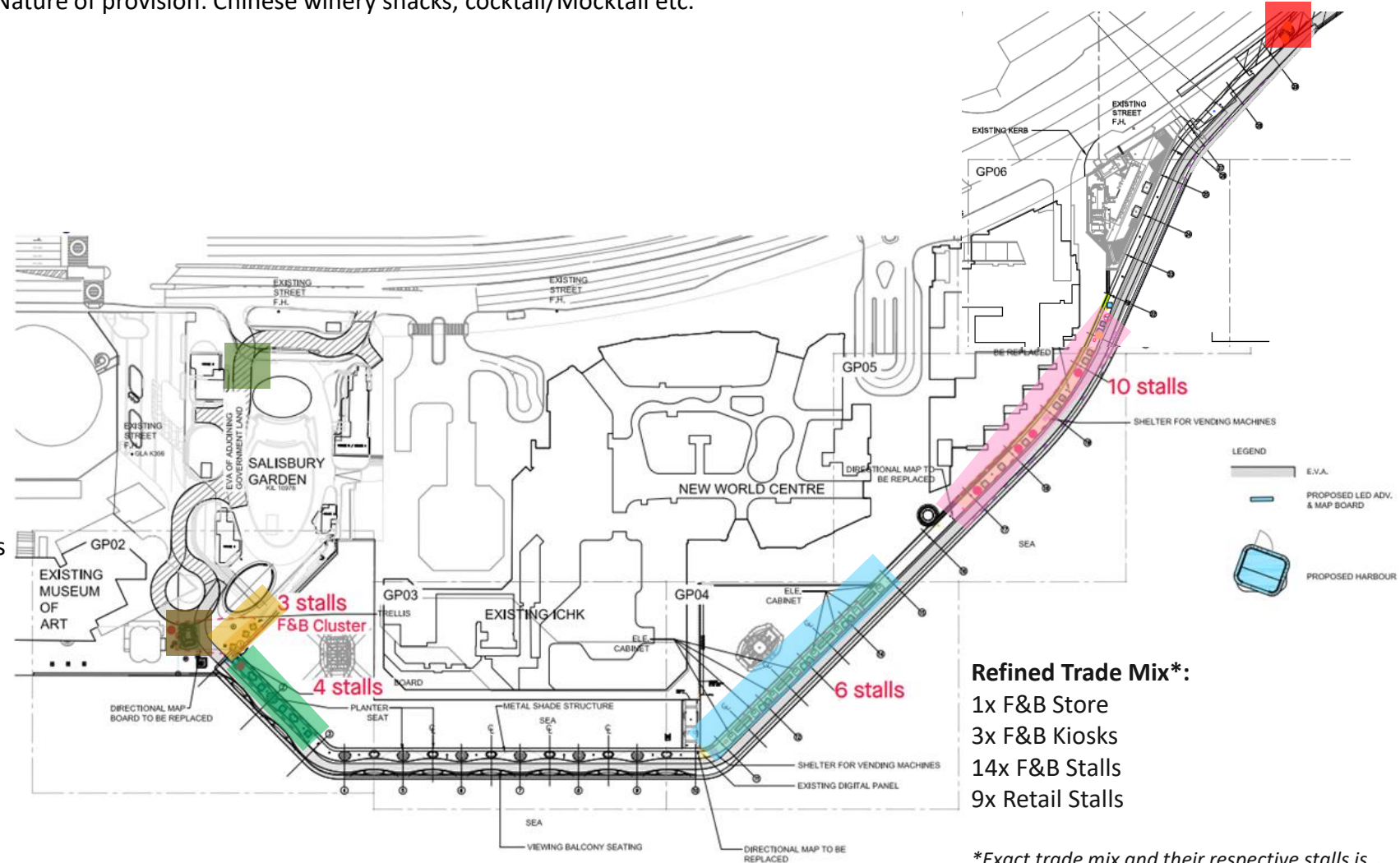
- 1x AOS Gift Shop & CS Counter  
- 2x Arts & Craft e.g. Culture/Sports related designer products  
- 3x Special snacks and drinks from HK/other countries e.g. Salted egg fish skin from Singapore, Milk Tea

**Stall 14 to 23:** 7x F&B + 3x Retail Stalls

- 7x F&B: Icecream (I See I See), other F&B  
- 3x Tourists Experience e.g. Powerbank sales & rental (Liangdian), Cruise Ride Ticketing (Dukling), Water Taxi Ticketing (Fortune Ferry)

**Twin F&B Kiosk**

- Local food & drinks, Ice-Cream  
- Coffee



TOTAL NUMBER OF PROPOSED HARBOUR STALL: 23

**Refined Trade Mix\*:**

- 1x F&B Store
- 3x F&B Kiosks
- 14x F&B Stalls
- 9x Retail Stalls

*\*Exact trade mix and their respective stalls is subject to the actual result of stalls bidding*

# Harbour Planning Principles

The Plan has paid due respect to these principles as illustrated below –

- a) Preserving Victoria Harbour : The existing Tsim Sha Tsui Harbourfront (Harbourfront) is built as an open space and the enhancement works aim at beautifying the facilities to cater to local residents and tourists and enhance public enjoyment to the Harbourfront;
- b) Stakeholder Engagement : In planning the design, the views of relevant stakeholders have been considered;
- c) Sustainable Development : The upgrading of facilities will meet the changing needs of the community, cater to the aspirations of different sectors of the community, utilise the open space, thus maximise the public enjoyment of the Harbourfront;
- d) Integrated Planning, Proactive Harbour Enhancement Vibrant Harbour and Public Enjoyment : The design of the Beautification Works and operational enhancement have considered the Harbourfront setting to facilitate public appreciation of the Harbourfront.

## **Beautification Plan (See Annex to the Paper)**

# Reinvigorating the Brand

# Brand Positioning

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**WORLD-CLASS HARBOURFRONT DESTINATION  
LOCAL AND INTERNATIONAL CULTURAL PROPAGATION**



# Mission and Vision

✦ A **Creative Heaven** that brings together local and international art, cultural, sports and leisure events for the city

✦ A world of possibilities for **art installations, performances and cultural, sports and leisure events** through partnerships and collaborations at our iconic Victoria Harbour backdrop

✦ An **iconic tourist destination for Mega Events** to the uplift the vibrancy of Tsim Sha Tsui harbourfront

✦ A platform to **promote Cinematic Achievements** in Hong Kong

# Brand - Tone of Voice



**AoS feels like it belongs to everyone,  
whether they happen to live there or are visiting for the first time**



## **Connecting to its Target**

**A universal tone of voice to  
its world of visitors:**

- Local residents
- Worldwide tourists
- Foreign business guests



## **Building a model of messages**

### **Inviting**

- Direct messages to sparkle plans to visit AoS

### **Delineating**

- Details to facilitate visitors to plan for the visit and understand the iconic value of AoS

# Brand – Logo Type



AVENUE  
OF STARS  
星光大道



AVENUE  
OF STARS  
星光大道



Inspired by the **symbol of a 5-point star**

Creating a **sense of forward-moving** direction

**Forming a star** representing AoS by the arrow in the logo

# Enhancement of AoS and Salisbury Garden Logos

## Creative Concept :

- Injected with colours to express the spaces are inviting, vibrant, uplifted, and full of inspirations
- Duo colours are applied in each logo to symbolise the elegance and world-class status
- One core color: premium sea-blue color, to symbolise AoS & SG are located at Tsim Sha Tsui harbourfront
- The star pops with colour that connotates the essence of the place:
  - AoS: a star with goldish gradation to highlight the cinematic achievements in HK
  - SG: a green suggesting the greenery space with vibrant energy and full of inspirations. Adopt the star symbol and enhance its correlation with AoS

## Previous AoS and SG Logos

AVENUE  
OF STARS  
星光大道

SALISBURY  
GARDEN  
梳士巴利花園

## NEW AoS and SG Logos

AVENUE  
OF STARS  
星光大道

梳士巴利花園 星光大道  
SALISBURY  
GARDEN

**Thank you**