

**Summary of Local Examples Studied by
Task Group on Management Model for the Harbour-front**

| | Examples Studied | Brief Description |
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| 1 | West Kowloon Waterfront Promenade | <ul style="list-style-type: none"> • A Government-funded temporary public facility funded by ArchSD's block allocation vote, i.e. project below \$21M. • Design-build-operate by Government (i.e. ArchSD design-build, repair and maintain, LCSD manage). • Daily operation partially outsourced, e.g. daily cleaning and horticultural maintenance. |
| 2 | Wan Chai Waterfront Promenade | <ul style="list-style-type: none"> • A temporary public facility funded by CEDD's block allocation vote, i.e. project below \$21M. • Government design-build-operate (i.e. CEDD as project proponent, ArchSD design-build-maintain, LCSD manage though not LCSD park). • Some flexibility / relaxation (e.g. pets allowed) compared with conventional LCSD parks which are subject to Pleasure Grounds Regulations. |
| 3 | Tsing Yi Promenade | <ul style="list-style-type: none"> • Public facilities comprising 4 portions of promenade using different development and management models as follows – <ol style="list-style-type: none"> (i) Private developer (MTRCL) was required under lease conditions to design-build (i.e. Maritime Square portion). Management subsequently entrusted to MTRCL at a nominal fee of \$1 for 10 years; (ii) Private developers were required under lease conditions to design-build. On completion of the construction works, the promenades were handed back to LCSD for management (i.e. Grand Horizon and Villa Esplanada); and (iii) Government design-build-operate by LCSD for the remaining portion of the promenade. |

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| 4 | Avenue of Stars (AOS) | <ul style="list-style-type: none"> • A public facility spearheaded by Hong Kong Tourism Board and funded by private sector (New World Development Ltd) as a “donation” project at \$40M. • New World design-build-transfer under “Deed of Donation” signed with LCSD. • Entrustment of daily management and maintenance from Government to AOS Ltd (a New World subsidiary) at \$1 for 20 years under “Management, Maintenance and Operation Deed” signed with LCSD. • Management and operation issues overseen by a Management Committee comprising LCSD, AOS Ltd, HKTB, TC, ArchSD, HAD and Hong Kong Film Awards Association Ltd. Overall management authority still rests with LCSD. • Operation is on self-financing principle. AOS Ltd may generate income from running 3 kiosks and 7 mobile carts. No commercial activities / sponsoring / advertising allowed. Profit sharing with Government on a 50/50 basis. Operational loss, if any, is to be borne solely by AOS Ltd. |
| 5 | Nan Lian Garden | <ul style="list-style-type: none"> • A Government-funded public facility under PWP. Superstructures, plants and boulders were funded by Chi Lin Nunnery as a contribution to the community. • Design-build contract-out to Chin Lin. Works supervised by a Project Coordination Committee comprising government representatives and independent professionals. • Management and maintenance entrusted to Chi Lin at \$1 for 5 years. |

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| 6 | Jockey Club Creative Arts Centre (JCCAC) | <ul style="list-style-type: none"> • A non-Government initiative spearheaded by Hong Kong Baptist University (HKBU) and funded by both Hong Kong Jockey Club Charities Trust (HKJCCT) (for redevelopment and conversion works) as well as Government (through subvention of market rental). • Government signed a works entrustment agreement with HKBU and executed a short term tenancy with HKBU's wholly owned company limited, i.e. the Hong Kong Creative Arts Centre Limited (HKCACL), for operation and management. • Operation is on self-financing principle (through rental income from tenants) and non-profit-making model. An interest-free loan from HKBU to cover initial operating deficit. HAB representative sits on HKCACL Board as observer, and oversees the latter's compliance with the subvention agreement. |
| 7 | Tsim Sha Tsui Piazza | <ul style="list-style-type: none"> • A public facility spearheaded by Tourism Commission (TC). • Engagement of public through public consultation, workshops and design competition. • Currently still at planning stage undergoing design competition. • Funding, development and management mode to be decided, but likely a Government-funded PWP to be constructed by Government, while daily operation and management to be entrusted to private sector. |
| 8 | West Kowloon Cultural District (WKCD) | <ul style="list-style-type: none"> • A Government-funded initiative for an arts and cultural infrastructure / hub. • A statutory WKCD Authority to take forward the implementation of the entire project (i.e. planning, design, construction, operation, management, maintenance to marketing, organisation and sponsoring of events). • Board of WKCD Authority is the governing and executive body. It comprises both public and non-public officers with different professional knowledge, expertise and experiences. • Land grant to the Authority at nominal premium. An upfront endowment of \$21.6 billion injected to the Authority for financing the capital cost. The Authority may collect fees for the use of facilities, set up reserve funds and make investments. • Residential, hotel and office sites within WKCD will be carved out for disposal by Government. The Authority may hold, lease, hire, acquire or dispose land in accordance with land grant conditions. |

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| 9 | Peak Galleria | <ul style="list-style-type: none"> • A private development with certain degree of design quality and management control using a “design and tender” model. • Private developer design-build-operate. • Under the design and tender model, the tenderers were required to include a preliminary design proposal (in compliance with design parameters set out in the tender document) when submitting tenders. • On management and operation, the private developer was required to own and maintain the land at its own expense including development and maintenance of private open space, which should be open at all times to the public without fees or charges, and development of public open space, which has been handed back to Government. |
| 10 | Whampoa Garden | <ul style="list-style-type: none"> • A private development design-build-operate by private developer with planning control through Master Development Plans approved by Town Planning Board. • Provision of public facilities (e.g. open space) on private land through lease conditions (e.g. the developer is required to maintain open space which shall be open to the public at all times). |