

Harbourfront Commission

For discussion
on 21 December 2010

HC/17/2010

Deliverables and Key Performance Indicators for the Harbourfront Commission within its 3-year Term

PURPOSE

This paper seeks Members' comments on the objectives and targets as well as performance measurements for the Harbourfront Commission within its 3-year term.

OBJECTIVES AND TARGETS

2. Given the level of public interest in the Commission, the community's aspirations for a world class waterfront and the expectation that the Commission can over time deliver this, I consider it is important for the Commission to set out objectives and targets against these which can be measured going forward. While these should be "stretch targets" they should also be realistic as managing expectations is also a major consideration when setting the Commission's goals.

3. Accordingly I would like to suggest for consideration the following objectives and targets for the first 3 years of the Commission's activities, over which we would advise and/or work with the relevant government bureaux and departments:

- (a) formal adoption of the Vision for the Harbour¹ as proposed by the Harbour-front Enhancement Committee (HEC) and formulation of a strategic framework for its realisation;
- (b) delivery of the Vision via preparation and acceptance of a comprehensive master plan to achieve holistic and integrated harbourfront enhancement including incorporation of the existing Action Areas and any new initiatives supported by the Commission, facilitation of land-water interface and the

¹ The Vision of Harbour is to enhance Victoria Harbour and its harbour-front areas to become an attractive, vibrant, accessible and sustainable world-class asset: a harbour for the people, a harbour of life.

Harbourfront Commission

HC/17/2010

optimisation of water-dependent and water-related uses in the harbour;

- (c) investigation and definition of projects and programmes to deliver the master plan, including setting priorities and drawing up an implementation road map;
- (d) reinforce recognition and adoption of the Harbour Planning Principles by all parties concerned in relation to harbourfront developments;
- (e) investigate and agree a range of public-private collaboration (PPC) models for delivery of harbourfront projects;
- (f) reach a situation where early and ongoing engagement with the Commission by all government departments and project proponents involved in harbour-related projects is seen as the norm and advantageous/beneficial;
- (g) establish improved guidelines and, in the longer term, standards for the design of the waterfront including promenades and landscaping;
- (h) secure improved accessibility for the public to the harbourfront and connectivity round the harbour, even if only on a temporary or pilot project basis, while infrastructure and other major development works are ongoing;
- (i) improve and expand public engagement processes so that the community believes that their views are not only being received but also heard and seriously considered; and
- (j) ensure diversity along the waterfront – one size does not fit all; there needs to be vibrancy and activity on the urban waterfront but also areas where passive enjoyment of the harbour is the focus; not every area of the harbourfront can have a waterfront promenade – water-dependent and related uses add interest and economic value and should be retained where most appropriate.

4. In my view, we should be targeting a unique “harbour” solution for Hong Kong – this will not be completed within the term of this Commission but

Harbourfront Commission

HC/17/2010

we should set the objectives and agree and set in place the delivery and implementation mechanisms so as to ensure that community aspirations are realised in the longer term while at the same time securing whatever viable short term gains we can, even if these have to be temporary in nature.

5. Once Members have agreed the objectives and targets, I suggest these need to be prioritised in terms of importance and then timing with timelines set against each, so far as is possible, to enable a work programme to be developed and for progress to be monitored and assessed. For instance, it is reasonable to think that we can draw up a conceptual strategic framework and master plan by the end of 2011? Can each Task Force develop priorities within its own geographical area to be achieved in the short (9-12 months), medium (12-36 months) and long (over 3 years) term which can form projects and programmes within the master plan? How do we develop a programme to bring recreational and commercial activities on the water, including land-water interface, into the Commission's area of influence and so, into the master plan?

PERFORMANCE MEASUREMENTS

6. We need also to consider how we measure progress and how best to expose our work to the public, both for information and for comment. Our meetings are open but are they open enough and do people know? Do we need periodic open forums for briefing purposes and to secure feedback?

ADVICE SOUGHT

7. Members are invited to comment and to contribute their views on the way forward.

**Chairman
Harbourfront Commission**

December 2010