

**REPORT SUBMITTED TO**  
**THE DEVELOPMENT BUREAU**  
**OF THE GOVERNMENT OF THE HONG KONG**  
**SPECIAL ADMINISTRATIVE REGION**

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**Independent Analysis and Reporting  
Services for the Phase II Public  
Engagement Exercise for  
Establishing a Harbourfront  
Authority in Hong Kong**

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**Social Sciences Research Centre**  
**The University of Hong Kong**

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## Table of Contents

Table of Contents .....	2
Executive Summary .....	4
Chapter 1: Introduction .....	7
1.1 Background .....	7
1.2 Research Team .....	8
1.3 Phase I Public Engagement Exercise .....	8
1.4 Phase II Public Engagement Exercise .....	8
1.5 Channels of Feedback Received in Phase II .....	9
1.6 Analysis of Feedback Received in Phase II .....	10
Chapter 2: Results of the Quantitative Analysis .....	11
2.1 Introduction .....	11
2.2 Overview of the public engagement form .....	11
2.3 Summary of overall quantitative feedback .....	16
2.3.1 Objectives of the HFA .....	16
2.3.2 Membership of the HFA .....	18
2.3.3 Statutory Governance & Management Functions of the HFA .....	18
2.3.4 Accountability measures for the HFA .....	19
2.3.5 Financial arrangements for the HFA .....	20
2.3.6 Land allocation for the HFA .....	21
2.3.7 The HFA to replace HC .....	23
2.3.8 Executive functions of the HFA .....	24
2.3.9 Executive team for the HFA .....	25
2.3.10 Identity & Demographics .....	25
2.4 Differences across respondent characteristics .....	28
2.4.1 Differences by identity .....	28
2.4.2 Differences by age group .....	41
2.4.3 Differences by residence in harbourfront district .....	42
2.5 Conclusion for quantitative analysis .....	42
Chapter 3: Results of the Qualitative Analysis .....	45
3.1 Introduction .....	45
3.2 Objectives of the HFA .....	47
3.3 Composition of HFA Board & Committees .....	51
3.4 Governance and Management of the HFA .....	57
3.5 Public accountability of the HFA .....	59
3.6 Financial Arrangements of the HFA .....	63

3.7 Land and the HFA .....	66
3.8 Site allocation to the HFA.....	69
3.9 Advisory and advocacy function and the HFA .....	72
3.10 Executive function and the HFA.....	76
3.11 Executive team formation and the HFA .....	78
3.12 Role and Nature of the HFA .....	80
3.13 Public Engagement Process .....	81
3.14 Definition of Victoria Harbourfront .....	84
3.15 Whether support establishment of the HFA.....	84
3.16 Other expectations for future harbourfront.....	86
3.17 Other miscellaneous opinions .....	92
3.18 Conclusion for qualitative analysis.....	93
Chapter 4: Overall summary for qualitative and quantitative analysis .....	98

## Executive Summary

The Phase II Public Engagement Exercise (“Phase II PE”) took place between 25<sup>th</sup> September 2014 and 24<sup>th</sup> December 2014 to collect the views of public on the proposed framework of the Harbourfront Authority (“HFA”). The views were sought on:

- the objectives of HFA;
- the definition of “Victoria Harbourfront” and the remit of HFA;
- HFA’s governance and management functions, including board composition, land and finance matters, and public accountability;
- HFA’s advisory and advocacy functions in respect of the Victoria Harbourfront as a whole;
- HFA’s executive functions in respect of the harbourfront sites allocated to it, and the setup of its executive office.

Taking into account the views collected from the public engagement form, written submissions received through emails and letters, views received media and internet social media as well as 3 public fora, briefing sessions for Legislative Council Panel on Development, meetings with District Councils and conferences/round tables/seminars/briefings with different stakeholders during, a summary of the major views of Phase II PE is provided in the ensuing paragraphs.

For objectives of the HFA, there was strong support for 5 out of the 6 objectives proposed in the consultation digest whilst there were mixed views in the qualitative comments on the objective of balancing economic, social and environmental outcomes. The public also suggested other objectives that the HFA should target, which included holistic management and avoidance of red-tape. For the proposed board and committee composition, in addition to the inclusion of District Council members into the Board and the non Board members into committees, the public provided other ideas, such as the inclusion of members from relevant sectors and the local harbourfront community into the Board.

For governance and management functions of the HFA, there were views that the HFA needs sufficient power in order to negotiate with government departments and that its responsibilities should not overlap with government

departments. For public accountability of the HFA, there were concerns that HFA should not become a white elephant and should be accountable to the public through a high level of transparency. For the financial arrangements, there were mixed views about the proposal of setting up a dedicated fund and for HFA to draw from the fund when harbourfront project is ready. There were also different views towards the proposal for the HFA to achieve long-term financial sustainability through maintaining a balanced portfolio of projects as well as concern over commercialization. For the proposed land allocation arrangement, there were opinions about the allocation criteria and that allocated sites cannot be privatized. There were many suggestions about other possible sites for allocation to the HFA as well.

On advisory and advocacy functions, there were concerns expressed about the potential conflict of interest between its advisory and advocacy functions , its functions to manage harbourfront sites and facilities, and its role to facilitate public-private partnership. There were comments about site management policy and releasing the current restrictions for recreational activities. There were mixed views about the geographical remit for the HFA to perform its advisory role.

On executive function, there were views that HFA should relax the current restrictions over recreational activities in harbourfront sites. There were mixed views about the proposed establishment of a dedicated multi-disciplinary government team with additional talents being recruited outside the civil service to serve as the executive arm of the HFA during the initial years.

While the majority of comments supported the establishment of the HFA, there were also a notable number of comments not supporting this. Many comments on other expectations for the future harbourfront were also provided, including linking up of the harbourfront, preparation of a master plan for harbourfront areas, the provision of new facilities like land sports facilities and cycling facilities, etc.. There was also dissatisfaction with the existing harbourfront management model.

There were opinions about the public consultation document lacking information, the feedback questionnaire and which stakeholders should be consulted.

In conclusion, while there was broad support for the proposals put forth in the Phase II PE indicating high expectations for the proposed HFA., there were significant concerns about over-commercialization and financial sustainability, about the conflict of interest between advocacy and management and about facilitating public-private partnership. However, there were many constructive suggestions in areas such as board composition, future coverage and facilities again indicating high expectations for the proposed HFA.

# Chapter 1: Introduction

## 1.1 Background

In the past decade, the Harbourfront Commission (HC) and its predecessor, the Harbour-front Enhancement Committee, have worked closely with the government on planning, delivery of harbourfront enhancement projects and exploring sustainable harbourfront management models for public enjoyment.

Although the conventional Government build-and-operate model is acceptable, it is not the most desirable model for harbourfront development and management. Also, civil service-wide fiscal and human resources constraints, existing division of responsibilities within government and the rule-based management framework cannot meet growing public aspirations for a harbourfront for public enjoyment and pose constraints in achieving a truly vibrant waterfront with diversified activities.

After the completion of the last reclamation works in Victoria Harbour, new land will be available in the prominent waterfront areas of Central and Wan Chai within this decade. There are also other harbourfront sites such as the Kwun Tong Promenade, the Quarry Bay harbourfront area, the proposed boardwalk underneath the Island Eastern Corridor and the Hung Hom harbourfront area, which have the potential to become more vibrant places.

The Chief Executive in his 2013 Policy Address welcomed HC's proposal to establish a HFA, and undertook that the Development Bureau (DEVB) would collaborate with HC in conducting public consultation on the proposal. If the public supports the proposal, the government would start the legislative work and provide the financial support.

In view of the above background, HC and DEVB have launched a 2-phase Public Engagement (PE) Exercise. The Social Sciences Research Centre of the University of Hong Kong ("HKUSSRC"), an analysis and reporting consultant with strong experience in research and public survey has been appointed to collect, compile, analyze and report views of various stakeholder groups, including those of the general public, expressed during the PE Exercise.

## **1.2 Research Team**

The team is led by Professor John Bacon-Shone, with assistance from Ms. Linda Cho, processing and analysis by Mr. Kelvin Ng, Mr. Thomas Lo, Mr. Dicky Yip, Mr. Sonny Chan, Ms. Lee Hiu Ling, Ms. Rachel Lui, Ms. Pearl Lam, Mr. Danny Chan, Mr. Peter Law, Mr. T.C. Lam, Ms. Frances Fung and Ms. Procy Li and logistics support from all the staff of HKUSSRC.

## **1.3 Phase I Public Engagement Exercise**

The Phase I PE Exercise took place from 4<sup>th</sup> October 2013 to 4<sup>th</sup> January 2014. During the process, a total of 27 briefings were held including 4 public fora, 9 District Council meetings, a meeting of the Legislative Council Panel on Development and 13 conferences/round tables/seminars/ briefings for professional bodies, local and overseas chambers of commerce, think tanks and universities. Public engagement forms were also distributed and views were collected on an anonymous basis. Also, a dedicated website and a Facebook page were also launched to facilitate information dissemination and collection of views.

The four key questions stated in the PE Digest were widely discussed during Phase I PE Exercise. The majority views showed that the public:

- ✓ Generally shared the vision of HC to create an attractive, vibrant, accessible and sustainable harbourfront for public enjoyment.
- ✓ Considered the current model inadequate in delivering public aspirations and the agreed vision for the harbourfront.
- ✓ Agreed that the establishment of an HFA could overcome the constraints of the existing Government development and management model.
- ✓ Expressed different views on the exact model or approach to be adopted.

## **1.4 Phase II Public Engagement Exercise**

The Phase II PE Exercise took place between 25<sup>th</sup> September 2014 and 24<sup>th</sup> December 2014 to collect the views of public on the proposed framework of HFA. The views were sought on:

- the objectives of HFA;
- the definition of “Victoria Harbourfront” and the remit of HFA;

- HFA's governance and management functions, including board composition, land and finance matters, and public accountability;
- HFA's advisory and advocacy functions in respect of the Victoria Harbourfront as a whole;
- HFA's executive functions in respect of the harbourfront sites allocated to it, and the setup of its executive office.

The HKUSSRC assisted the DEVB in designing a bilingual public engagement form for wide distribution in the community. It was designed to be simple to be understood by anyone with secondary education. An online public engagement form at the website of HC and a paper public engagement form were available for the public to complete. Moreover, the public was encouraged to make written submissions through emails and letters and to express their views via media and internet social media. Lastly, the HKUSSRC was invited to attend 3 public fora, a meeting with Legislative Council Panel on Development, 9 meetings with District Councils and 6 conferences/round tables/seminars/briefings with different stakeholders during the PE Process. Those meetings and events were recorded and summarized by the HKUSSRC as an important source of feedback given by the stakeholders. HKUSSRC was unable to attend the briefing for the British Chamber. Thus, a summary of this briefing was provided by the DEVB.

## 1.5 Channels of Feedback Received in Phase II

**Feedback and comments received during Phase II were divided into the following seven channels:**

- Public Fora (PF): 3 public forum summaries (Please refer to in **Annex A**)
- Public consultative platform (PCP): 1 summary of a Legislative Council panel meeting and 9 summaries from District Councils (Please refer to **Annex B**)
- Events (E): 6 event summaries (Please refer to **Annex C**)
- Written submissions (WS): 30 written submissions (Please refer to **Annex D**)
- Public engagement forms (Q): 161 public engagement forms (please refer to **Annex G** for the form) including 121 online public engagement forms and 40 paper public engagement forms; only 157 public engagement forms were usable and included in the analysis.
- Media (M): 40 printed news articles (Please refer to **Annex E**)

- Internet and social media (IM): 45 online news articles, 3 posts from Facebook, 2 posts from blogs, 7 topics in online discussion forums, 2 topics from websites and 5 posts from Public Affair Forum (Please refer to **Annex F**)

## 1.6 Analysis of Feedback Received in Phase II

All the data collected from closed-ended questions in the public engagement form have been tabulated and analyzed using quantitative methods with the help of SPSS 20.0 (Statistical Package for the Social Sciences) software to provide percentages for the different response options, and where appropriate, cumulative percentages. The main questions have been cross-tabulated with the demographic variables. These results can be found in Chapter 2.

All the feedback other than the closed-ended questions in the public engagement forms has been analyzed using qualitative analysis with the help of nVivo software, based on a framework in **Annex H** that is developed by the HKUSSRC based on the PE documents in consultation with DEVB and then extended to cover all the other issues raised in the qualitative materials collected during the PE process. These results can be found in Chapter 3.

## Chapter 2: Results of the Quantitative Analysis

### 2.1 Introduction

A total of 157 usable public engagement forms including 115 online public engagement forms and 40 paper public engagement forms were received at 24<sup>th</sup> December 2014, excluding 3 duplicated<sup>1</sup> and 1 incomplete<sup>2</sup> online public engagement forms.

It is important to note that the public engagement forms are not a random sample of any population, so statistical tests, which assume random samples, are not appropriate. All responses are included unless excluded for the reasons mentioned above<sup>3</sup>.

### 2.2 Overview of the public engagement form

The public engagement form covers eleven main areas. First, respondents were asked to rate their level of agreement with the following objectives of the proposed HFA:

- Should protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging that Hong Kong people have for Victoria Harbour and its harbourfront.
- Should promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment.
- Should recognize Victoria Harbour as both an efficient working harbour and its harbourfront as a unique public urban space for all people of Hong Kong to enjoy and maintain this existing balance going forward.

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<sup>1</sup> Three duplicated public engagement forms with identical data to an earlier public engagement form with identical IP addresses and received within a one-minute period.

<sup>2</sup> One online public engagement form was blank and only demographic questions were completed, so it was excluded from the analysis. Also, only demographic questions and open-ended questions of two online public engagement forms were completed, so they were only included in qualitative analysis, but not in quantitative analysis.

<sup>3</sup> Some percentages in this chapter might not add up to the total or 100 because of rounding. The results are based on the responses to each question and those questions without a valid response are considered “missing data” and excluded from the analysis. Therefore, the number of responses and missing data for each question are shown in the “Base” under each table.

- Should facilitate and enhance partnership and collaboration among HFA, Government, non-government organizations and the private sector.
- Should aim to achieve balance in economic benefits, social objectives and environmental well-being.
- Should promote public engagement at all stages of project development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA.
- Should promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management.

The respondents were also asked whether there were other objectives that were important for the proposed HFA and encouraged to list these objectives and indicate their reasons, which are analyzed in Chapter 3. If they disagreed or strongly disagreed with any of the above objectives of the proposed HFA, they were asked to state their reasons or concerns, which are analyzed in Chapter 3.

Second, the respondents were asked to rate their level of agreement that the proposed HFA Board should have broad-based representation, comprising not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official) and establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members.

Third, the respondents were asked to rate their level of agreement that the proposed HFA should have the following statutory governance and management functions:

- Draw up corporate and business plans.
- Oversee the overall development and management of the sites allocated to HFA.
- Implement public accountability measures.
- Manage the resources and finances.
- Set key performance indicators and evaluate performance of the executives.

If the respondents disagreed or strongly disagreed with the governance and management functions of the proposed HFA, they were encouraged to indicate their reasons or concerns and to elaborate their alternative views, which are analyzed in Chapter 3.

Fourth, the respondents were asked to rate their level of agreement that the proposed HFA should adopt the following accountability measures currently adopted by similar statutory bodies:

- Submit a corporate plan, and a business plan for approval by the Government.
- Submit a statement of accounts, an annual report, and an auditor's report to the Government and LegCo.
- Empower the Director of Audit to examine into the economy, efficiency and effectiveness of HFA in expending resources.
- The Chairman of the Board and the Head of the executive arm to attend LegCo meetings upon LegCo's request.
- Consult the public on matters relating to the development and management of the harbourfront related facilities.
- Conduct Board meetings openly except for confidential or commercially sensitive issues.
- All members of the Board and committees to disclose their interest regularly.
- Include HFA and its committees in Schedule 1 of the Prevention of Bribery Ordinance.

- Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest.
- Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views.

If the respondents disagreed or strongly disagreed with the accountability measures of the proposed HFA, the respondents were encouraged to indicate their reasons or concerns and to elaborate their alternative views, which are analyzed in Chapter 3.

Fifth, the respondents were asked to rate their level of agreement with the following financial arrangements for the proposed HFA:

- Capital injection and land allocated by the Government at nominal or reduced premium.
- A dedicated fund be set aside within the Government that is roughly sufficient to cover the capital costs of the designated sites/projects, with further injection of capital funding to be considered having regard to the future development plans of HFA.
- To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects.
- Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term.

If the respondents disagreed or strongly disagreed with the financial arrangements for the proposed HFA, they were encouraged to indicate their reasons or concerns and to elaborate their alternative views, which are analyzed in Chapter 3.

Sixth, the respondents were asked to rate the level of agreement that the initial allocation of land to the proposed HFA for development and management should be relatively modest with the allocation of land to expand gradually to other suitable sites when it has accumulated experience, and build up its reputation and track record.

Seventh, the respondents were asked to rate their level of agreement that the following sites should be allocated to HFA:

- New Central harbourfront
- Wanchai-North Point harbourfront
- Quarry Bay harbourfront
- Kwun Tong harbourfront
- Hung Hom harbourfront

If the respondents disagreed or strongly disagreed with the land allocation arrangements of the proposed HFA, the respondents were encouraged to indicate their reasons or concerns and to elaborate their alternative views, which are analyzed in Chapter 3.

Eighth, the respondents were asked to rate their level of agreement that the HC should be disbanded after the establishment of HFA and for HFA to take over the current advisory and advocacy role of HC in relation to the Harbourfront. If they disagreed or strongly disagreed with HFA taking over the advisory and advocacy functions of HC in future, they were encouraged to indicate their reasons or concerns and to elaborate their alternative views on such functions, which are analyzed in Chapter 3.

Ninth, the respondents were asked to rate their level of agreement that the proposed HFA should be empowered with the following executive functions:

- Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments
- Conduct project-level planning and prepare plans
- Design, construct, operate, and manage harbourfront facilities at the allocated sites
- Initiate and oversee public engagement exercises and research and studies related to the development of allocated sites
- Monitor the implementation and management of allocated sites
- Foster temporary, quick-win or other enhancement projects

Tenth, the respondents were asked to rate their level of agreement that the proposed HFA should build its own independent executive team and gradually phase out the government officers and replace them with suitable talents recruited from the private sector when the operation of HFA and its

development of projects are on track. If they disagreed or strongly disagreed with the proposals about the executive function of HFA, they were encouraged to indicate their reasons or concerns and to elaborate their alternative views on such functions, which are analyzed in Chapter 3. Also, they were also asked to provide other views about the roles of the proposed HFA, which are analyzed in Chapter 3.

Eleventh, the respondents were encouraged to make suggestions or express their views regarding any other aspect of the public engagement consultation and the public engagement form, which are analyzed in Chapter 3.

Lastly, respondents were asked to provide their personal background information, i.e. their identity used for responding to the public engagement form, their age group and residential district for those responding as individuals.

## **2.3 Summary of overall quantitative feedback**

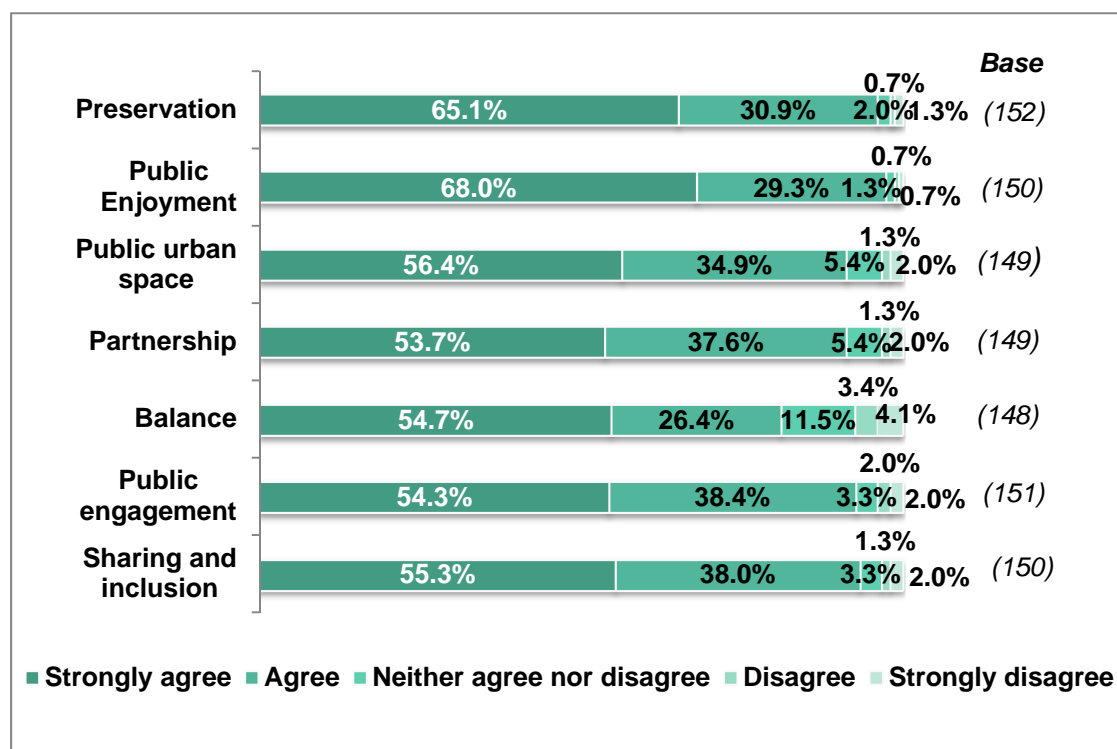
### **2.3.1 Objectives of the HFA**

The list of specific objectives asked about were that the HFA should:

- a) (Preservation) protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging that Hong Kong people have for Victoria Harbour and its harbourfront.
- b) (Public Enjoyment) promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment.
- c) (Public urban space) recognize Victoria Harbour as both an efficient working harbour and its harbourfront as a unique public urban space for all people of Hong Kong to enjoy and maintain this existing balance going forward.
- d) (Partnership) facilitate and enhance partnership and collaboration among HFA, Government, non-government organizations and the private sector.
- e) (Balance) aim to achieve balance in economic benefits, social objectives and environmental well-being.

- f) (Public engagement) promote public engagement at all stages of project development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA.
- g) (Sharing & inclusion) promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management.

Figure 2.1 Agreement with proposed specific objectives



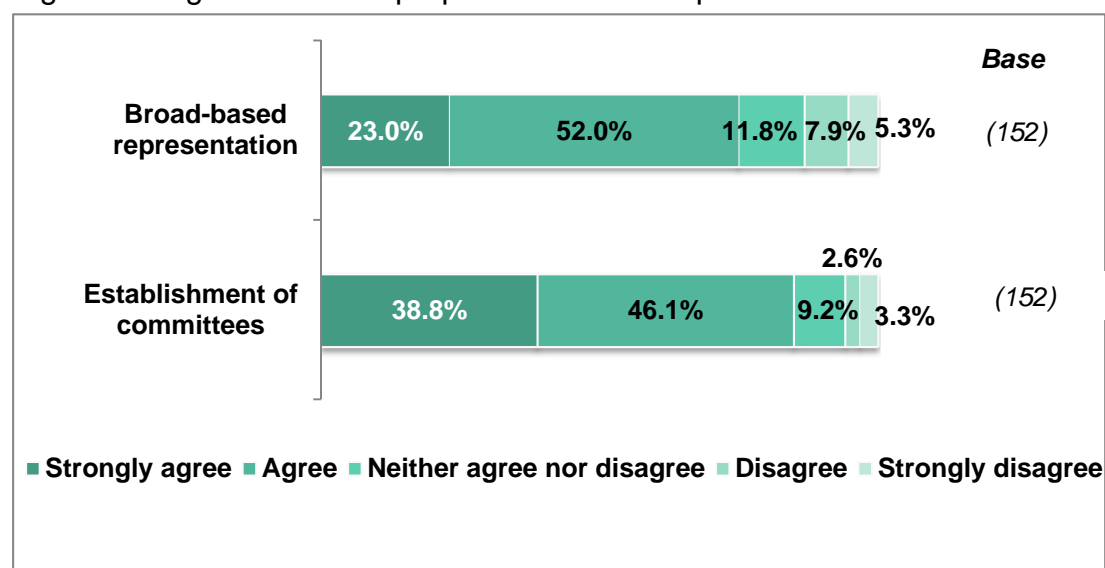
As can be seen from Figure 2.1, at least 81% of respondents agreed (at least 54% strongly agreed) with all of the objectives and apart from balance (for which 7.5% disagreed), at most 5% disagreed with the objectives. “Public Enjoyment” has the highest level of agreement, followed by “Preservation”, “Sharing and inclusion”, “Public Engagement”, “Public Urban Space”, “Partnership” and “Balance”

### 2.3.2 Membership of the HFA

The questions on membership asked about respondent's agreement with the proposed representation on the board and establishment of committees:

- a) the proposed HFA Board should have broad-based representation, comprising not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official).
- b) HFA should establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members.

Figure 2.2 Agreement with proposed membership



As can be seen from Figure 2.2, 75% of respondents agreed with broad-based representation (13% disagreed) and 85% agreed with establishment of committees (5.9% disagreed).

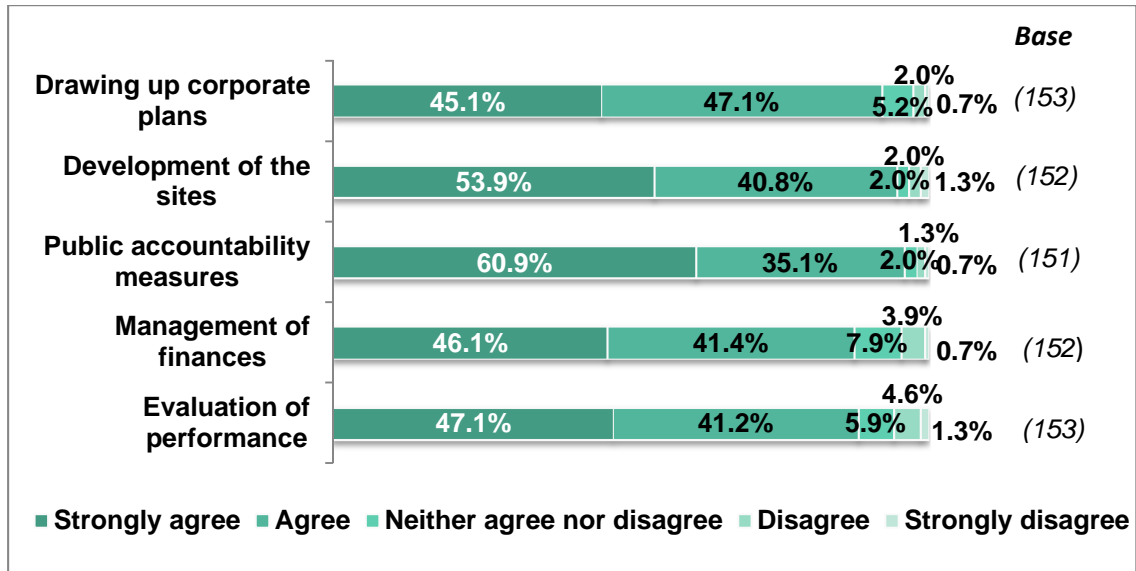
### 2.3.3 Statutory Governance & Management Functions of the HFA

The questions on governance and management function asked about respondents' agreement with the five different functions proposed:

- a) Draw up corporate and business plans.
- b) Oversee the overall development and management of the sites allocated to HFA.
- c) Implement public accountability measures.
- d) Manage the resources and finances.

- e) Set key performance indicators and evaluate performance of the executives.

Figure 2.3 Agreement with proposed governance and management functions



As can be seen from Figure 2.3, there was strongest agreement with the implementation of public accountability measures (96% agreed) and there was strong support (at least 87% agreed, at most 6% disagreed) for all the other functions proposed.

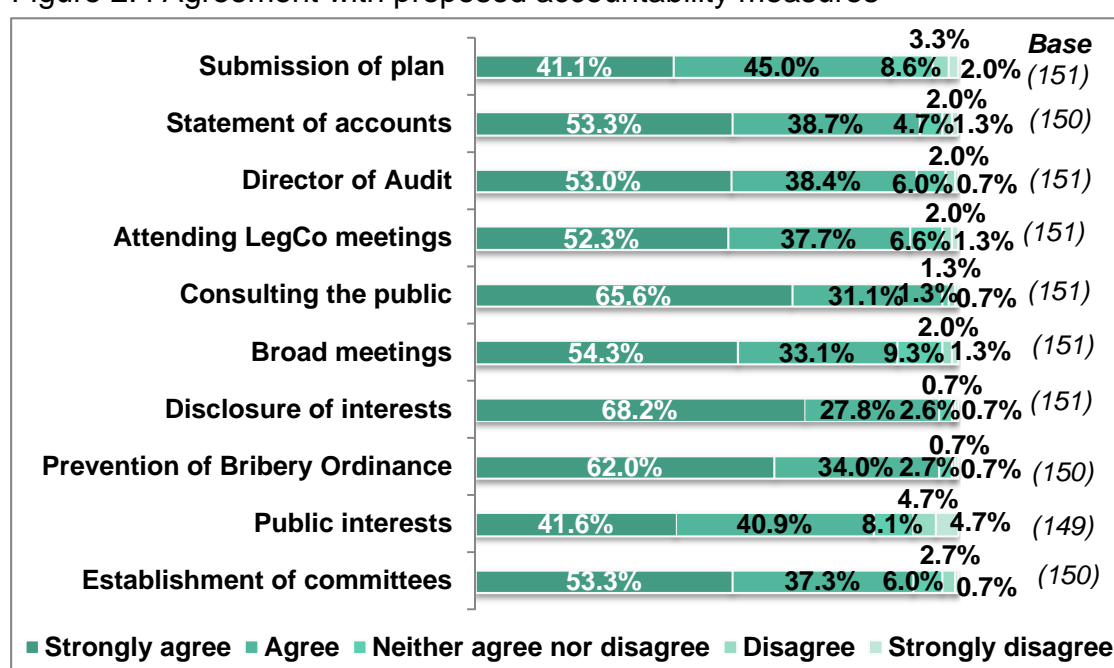
#### 2.3.4 Accountability measures for the HFA

The question on accountability measures asked about respondents' agreement that the HFA should adopt the following ten accountability measures:

- a) Submit a corporate plan, and a business plan for approval by the Government.
- b) Submit a statement of accounts, an annual report, and an auditor's report to the Government and LegCo.
- c) Empower the Director of Audit to examine into the economy, efficiency and effectiveness of HFA in expending resources.
- d) The Chairman of the Board and the Head of the executive arm to attend LegCo meetings upon LegCo's request.
- e) Consult the public on matters relating to the development and management of the harbourfront related facilities.
- f) Conduct Board meetings openly except for confidential or commercially sensitive issues.

- g) All members of the Board and committees to disclose their interest regularly.
- h) Include HFA and its committees in Schedule 1 of the Prevention of Bribery Ordinance.
- i) Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest.
- j) Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views.

Figure 2.4 Agreement with proposed accountability measures



As seen in Figure 2.4, there was strong agreement for the proposed accountability measures, with consulting the public having most agreement (97% agree, 2% disagree), followed by disclosure of interest (96% agree, 1% disagree) and application of the Prevention of Bribery Ordinance (96% agree, 1% disagree) and empowering the Government to give public interest directions having the least agreement (83% agree, 9% disagree).

### 2.3.5 Financial arrangements for the HFA

The questions on financial arrangements asked about respondents' agreement with four different elements of the proposed financial arrangements:

- a) Capital injection and land allocated by the Government at nominal or reduced premium.

- b) A dedicated fund be set aside within the Government that is roughly sufficient to cover the capital costs of the designated sites/projects, with further injection of capital funding to be considered having regard to the future development plans of HFA.
- c) To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects.
- d) Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term.

Figure 2.5 Agreement with proposed financial arrangements

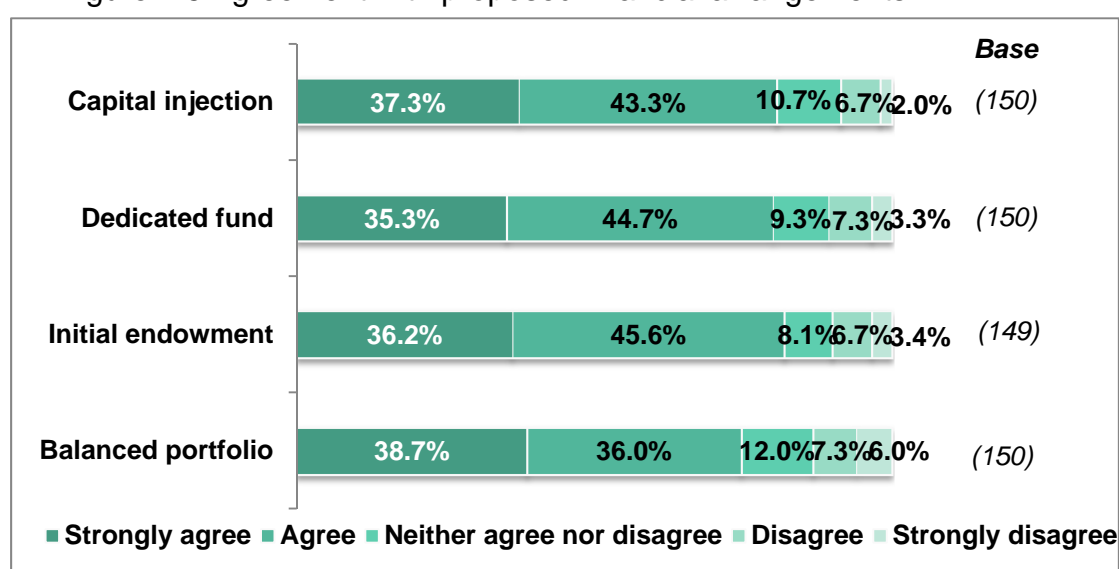


Figure 2.5 shows that there was broad agreement with the proposed arrangements (at least 75% - 82% agree and at most 13% disagree) with weakest support for balanced portfolio (75% agree and 13% disagree).

### 2.3.6 Land allocation for the HFA

The first question on land matters asked about respondents' agreement with the proposed land allocation to the HFA:

The initial allocation of land to the proposed HFA for development and management should be relatively modest (see possible list in Q7 below) with the allocation of land to expand gradually to other suitable sites when it has accumulated experience, and build up its reputation and track record?

Figure 2.6 Agreement with proposed land allocation basis

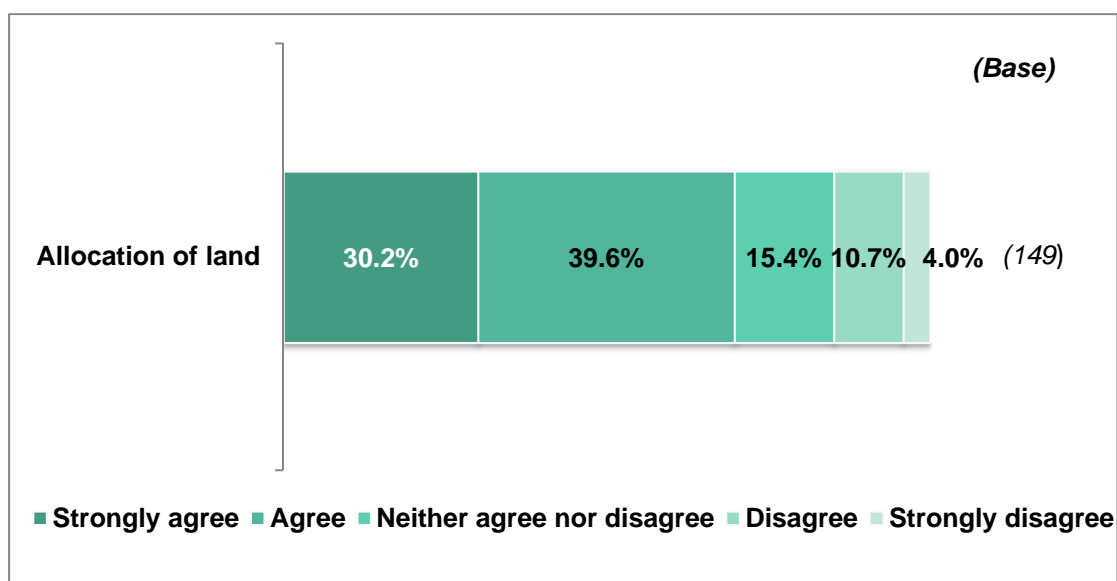


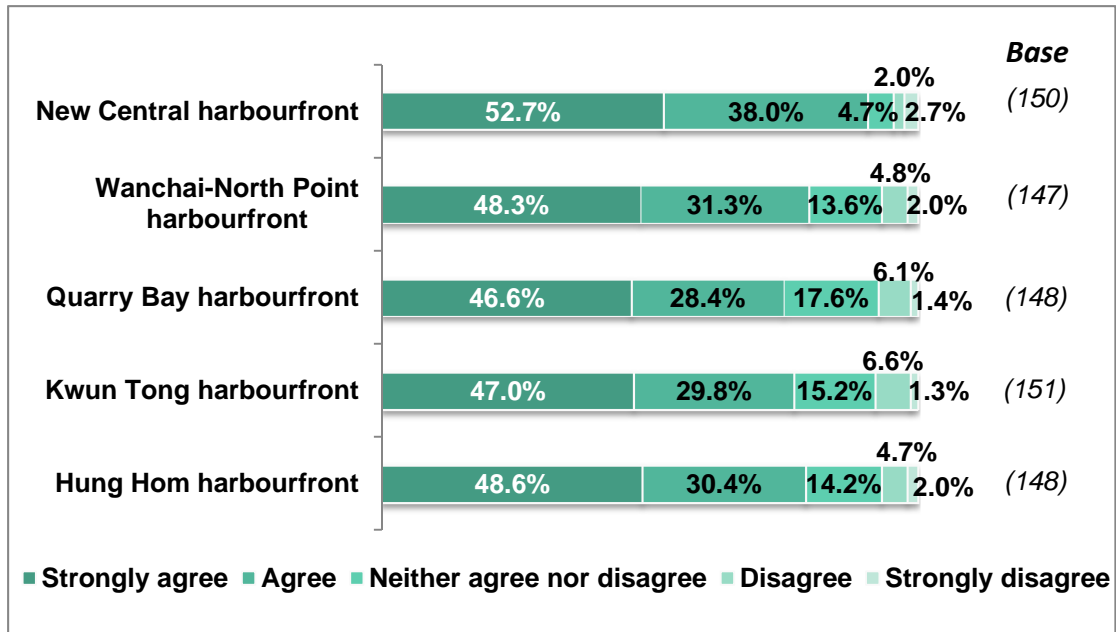
Figure 2.6 shows the majority agreed with this principle (70% agree and 15% disagree).

The follow-up question asked about respondents' agreement with five specific harbourfront sites:

- New Central harbourfront
- Wanchai-North Point harbourfront
- Quarry Bay harbourfront
- Kwun Tong harbourfront
- Hung Hom harbourfront

Figure 2.7 shows that respondents strongly agreed with the allocation of these sites with the strongest support for allocation of the New Central harbourfront (91% agree and 5% disagree), followed by Wanchai-North Point harbourfront (80% agree and 7% disagree), Hung Hom harbourfront (79% agree and 7% disagree), Kwun Tong harbourfront (77% agree and 8% disagree) and Quarry Bay harbourfront (75% agree and 8% disagree)

Figure 2.7 Agreement with specific site allocation



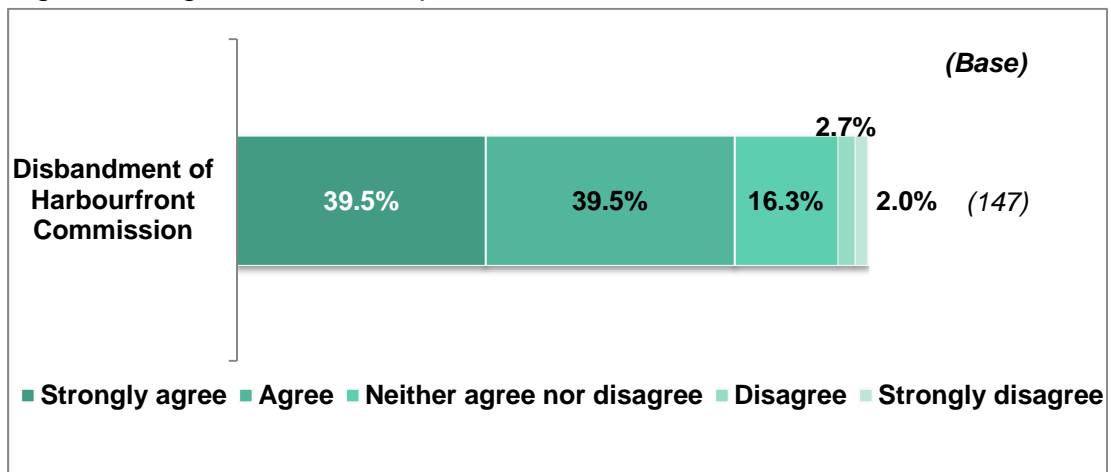
### 2.3.7 The HFA to replace HC

There was one question that asked about respondents' agreement that the proposed HFA should take over the current role of the HC:

The HC should be disbanded after the establishment of HFA and HFA should take over the current advisory and advocacy role of HC in relation to the Harbourfront.

Figure 2.8 shows that respondents agreed strongly with this proposal (79% agree, 5% disagree).

Figure 2.8 Agreement with replacement of HC

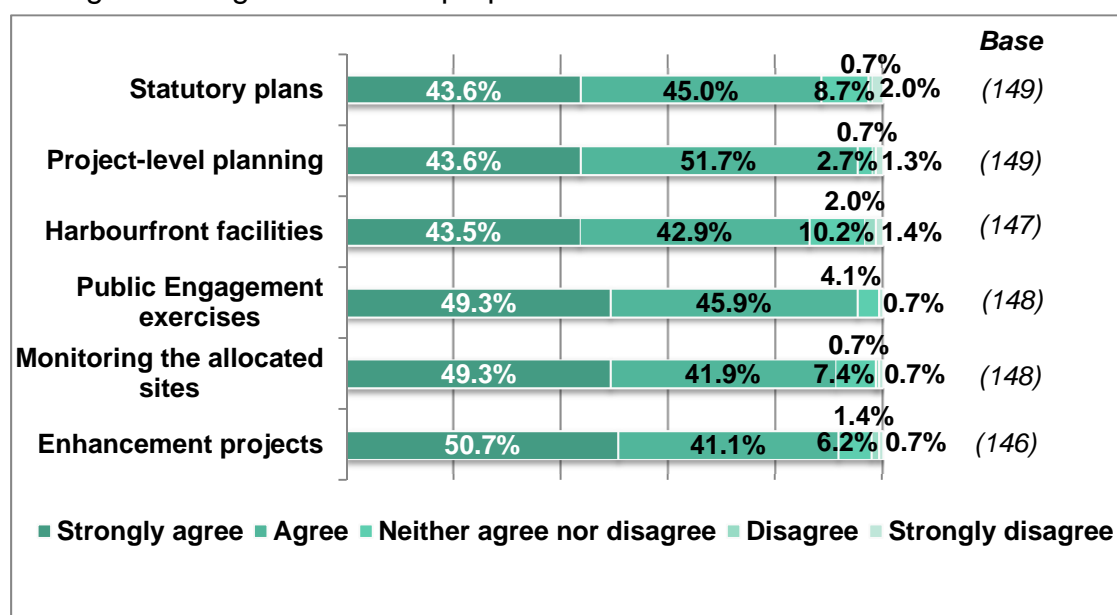


### 2.3.8 Executive functions of the HFA

The questions on executive functions asked about respondents' agreement with the six proposed executive functions of the HFA:

- Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments
- Conduct project-level planning and prepare plans
- Design, construct, operate, and manage harbourfront facilities at the allocated sites
- Initiate and oversee public engagement exercises and research and studies related to the development of allocated sites
- Monitor the implementation and management of allocated sites
- Foster temporary, quick-win or other enhancement projects

Figure 2.9 Agreement with proposed executive functions



As seen in Figure 2.9, there was widespread agreement with all the proposed executive functions, with strongest support for project-level planning (95% agree and 2% disagree) and public engagement exercises (95% agree and 1% disagree) followed by enhancement projects (92% agree and 2% disagree), monitoring the allocated sites (91% agree and 1% disagree), statutory plans (89% agree and 3% disagree) and Harbourfront facilities (86% agree, 3% disagree).

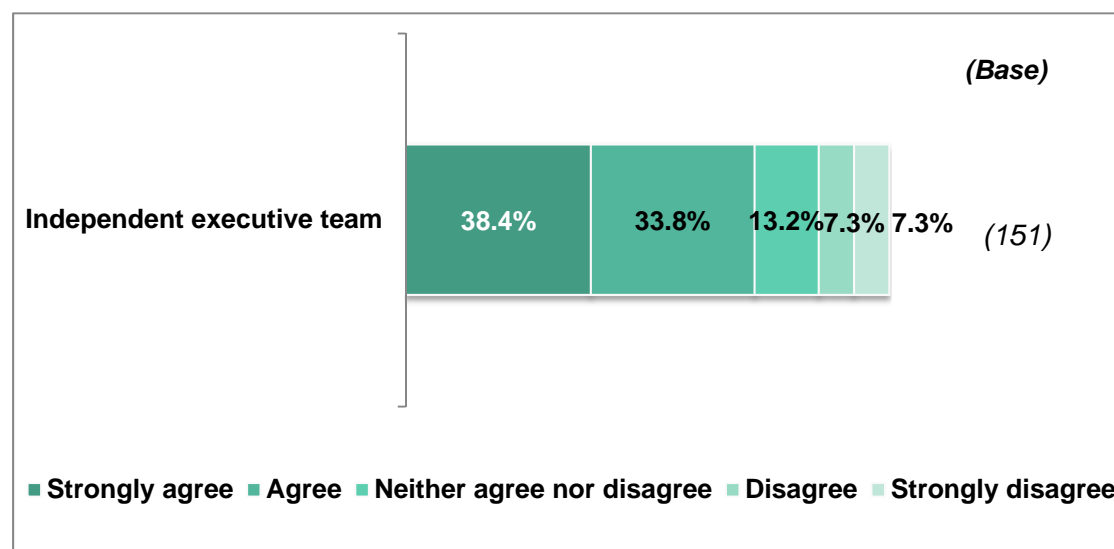
### 2.3.9 Executive team for the HFA

There was a single question that asked about respondents' agreement with having an independent executive team after its development of projects are on track:

The proposed HFA should build its own independent executive team and gradually phase out the government officers and replace them with suitable talents recruited from the private sector when the operation of HFA and its development of projects are on track.

Figure 2.10 shows broad agreement with this proposal (72% agree, 15% disagree).

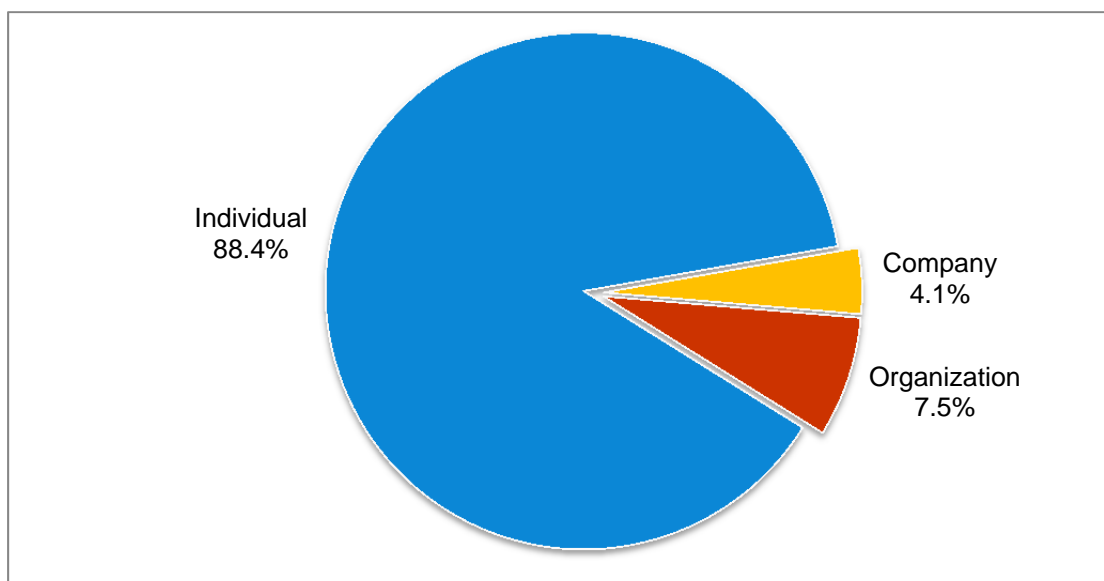
Figure 2.10 Agreement with independent executive team



### 2.3.10 Identity & Demographics

Respondents were asked if they were responding as an individual or on behalf of a company or other organization. As seen in Figure 2.11, nearly all responses (89%) were from individuals.

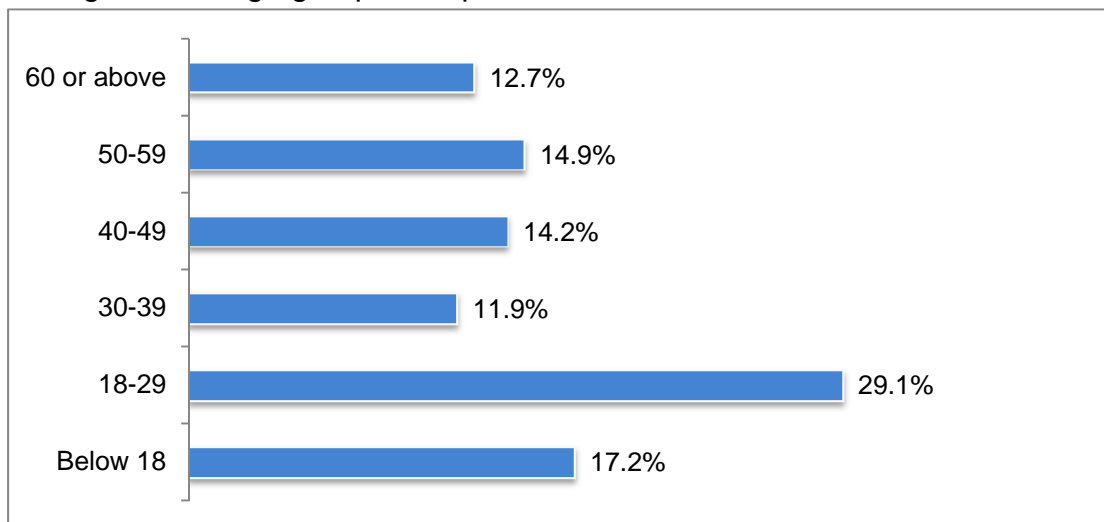
Figure 2.11 Identity of respondents



*(Base: 146 public engagement forms excluding 9 missing data)*

As seen in Figure 2.12, there were many younger individual respondents (46% aged under 30).

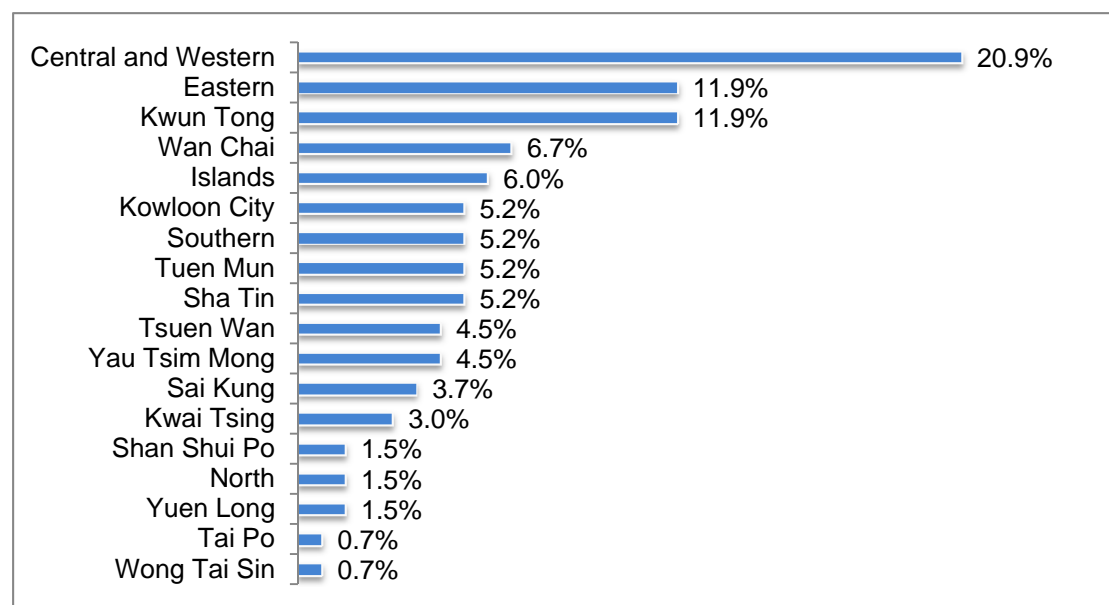
Figure 2.12 Age group of respondents



*(Base: 134 public engagement forms excluding 17 company or organization or 4 missing data)*

As seen in Figure 2.13, 39% of the individual respondents came from districts in Hong Kong Island that have shoreline in the Victoria Harbour (i.e. “harbourfront districts”) and 24% came from harbourfront districts in Kowloon.

Figure 2.13 Living district of respondents



(Base: 134 public engagement forms excluding 17 company or organization or 4 missing data)

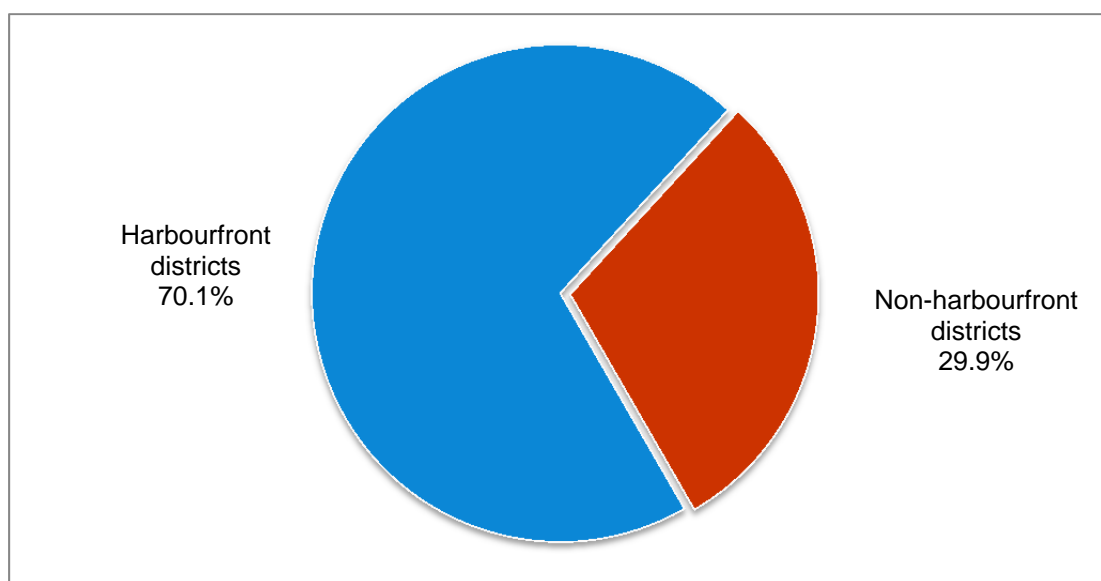
Figure 2.14 shows that 70% of the individual respondents were living in the following nine harbourfront districts:

- |                          |                        |
|--------------------------|------------------------|
| (i) Central and Western; | (ii) Kowloon City;     |
| (iii) Eastern;           | (iv) Sham Shui Po;     |
| (v) Wan Chai;            | (vi) Yau Tsim Mong;    |
| (vii) Kwun Tong;         | (viii) Kwai Tsing; and |
| (ix) Tsuen Wan,          |                        |

while the remaining 30% lived in the following other nine districts labelled as “non-harbourfront districts”:

- |                   |                    |
|-------------------|--------------------|
| (i) Wong Tai Sin; | (ii) Islands;      |
| (iii) Sha Tin;    | (iv) Yuen Long;    |
| (v) Tuen Mun;     | (vi) Southern;     |
| (vii) Sai Kung;   | (viii) Tai Po; and |
| (ix) North.       |                    |

Figure 2.14 Harbourfront District of respondents



*(Base: 134 public engagement forms excluding 17 company or organization or 4 missing data)*

## 2.4 Differences across respondent characteristics

This section highlights the differences in responses to questions across various respondents' characteristics, i.e. identity, age group and residence in a harbourfront district. In order to focus only on major differences, we only report where there is at least a difference of 16 percentage points between those who agree or disagree on a specific question.<sup>4</sup>

### 2.4.1 Differences by identity

There were many questions for which responses from individual respondents, company respondents and organization respondents were quite distinct.

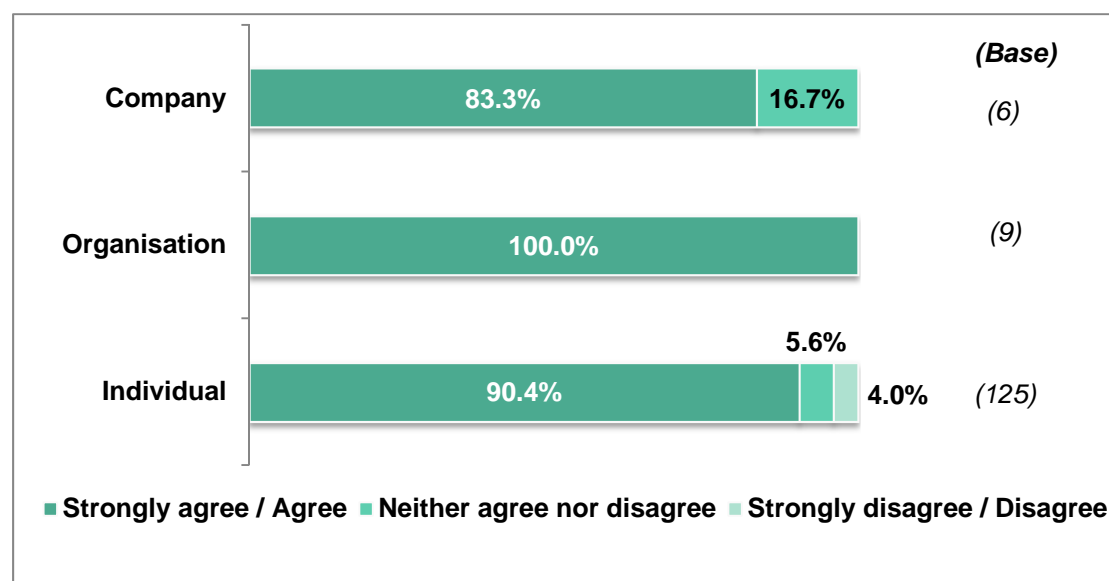
For the objective, "should recognize Victoria Harbour as both an efficient working harbour and its harbourfront as a unique public urban space for all people of Hong Kong to enjoy and maintain this existing balance going forward", Figure 2.15 shows that while all organisation respondents agreed, 90% of Individual respondents agreed (4% disagreed) and 83% of company

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<sup>4</sup> 16% was used as the conservative 95% confidence interval for the difference between 2 samples of 75 responses is  $\pm 16\%$

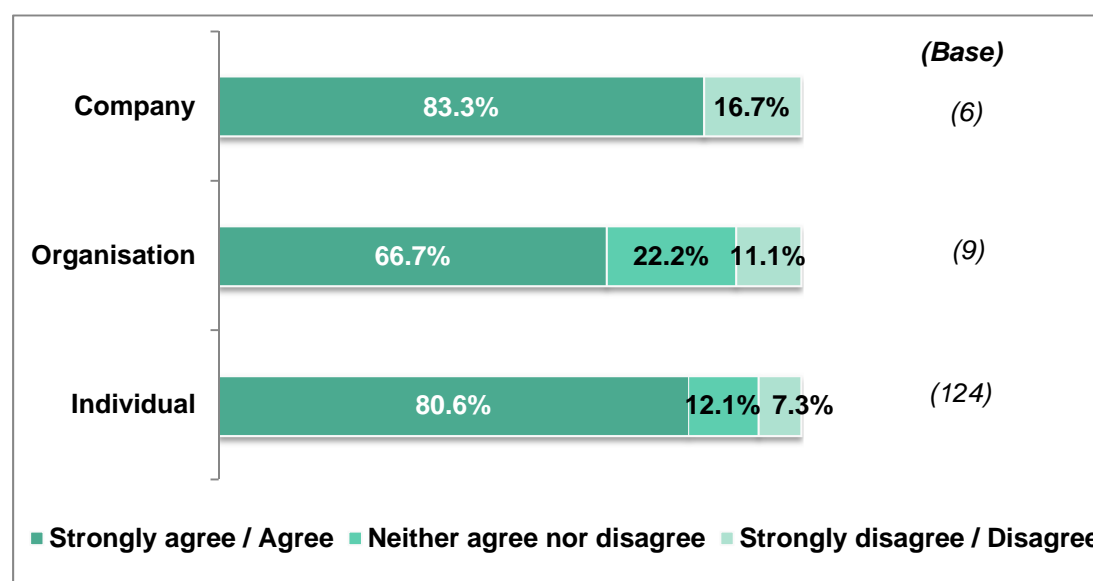
respondents agreed.

Figure 2.15 Public Open Space agreement by Identity



For the objective, “should aim to achieve balance in economic benefits, social objectives and environmental well-being”, Figure 2.16 shows that while only 67% of organisation respondents agreed (11% disagreed), 81% of Individual respondents agreed (7% disagreed) and 83% of company respondents agreed.

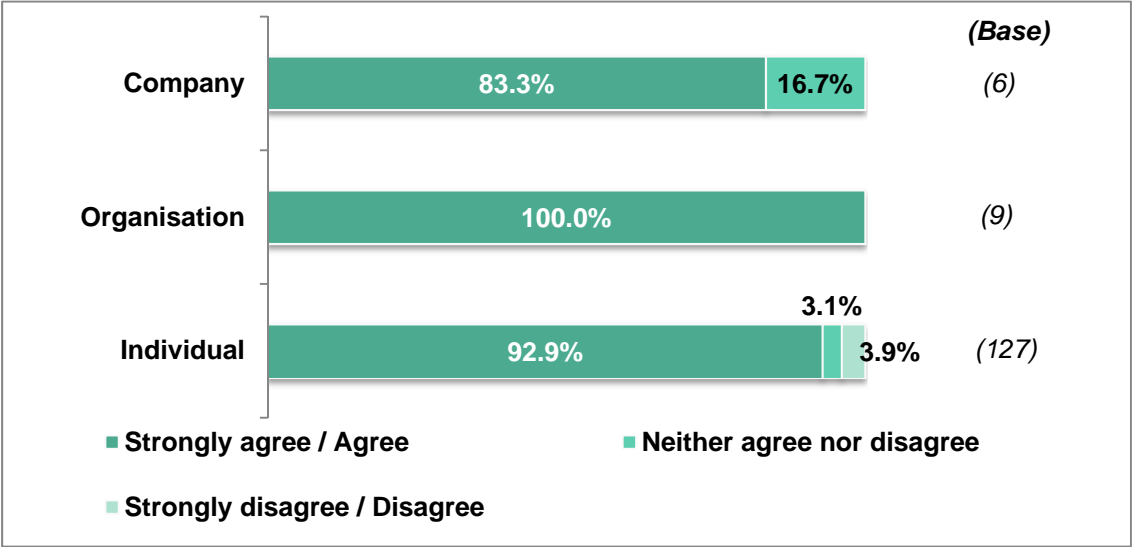
Figure 2.16 Balance agreement by Identity



For the objective, “should promote public engagement at all stages of project

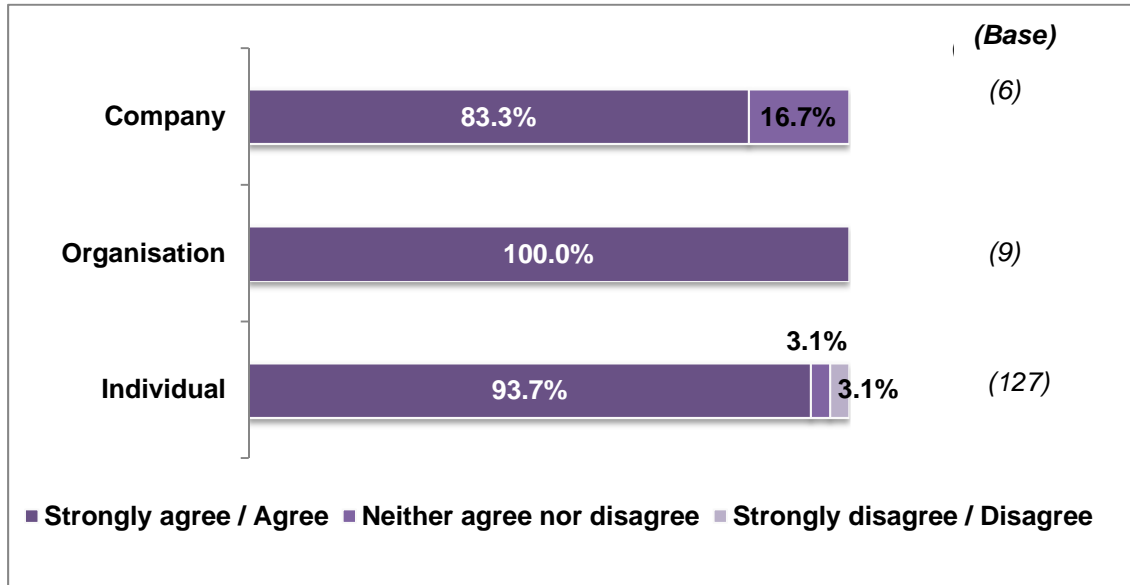
development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA”, Figure 2.17 shows that while all organisation respondents agreed, 93% of Individual respondents agreed (4% disagreed) and 83% of company respondents agreed.

Figure 2.17 Public Engagement by Identity



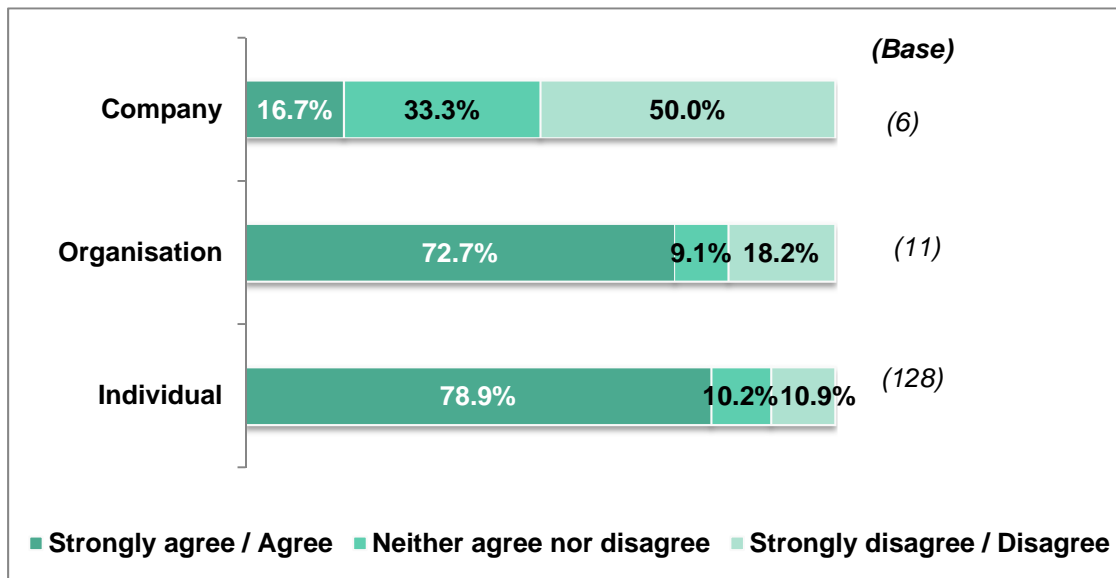
For the objective, “should promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management”, Figure 2.18 shows that while all organisation respondents agreed, 94% of Individual respondents agreed (3% disagreed) and 83% of company respondents agreed.

Figure 2.18 Sharing & Inclusion by Identity



For the statement, “the proposed HFA Board should have broad-based representation, comprising not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official)”, Figure 2.19 shows that while 79% of individual respondents agreed (11%disagreed), and 73% of organisation respondents agreed and only 17% of company respondents agreed.

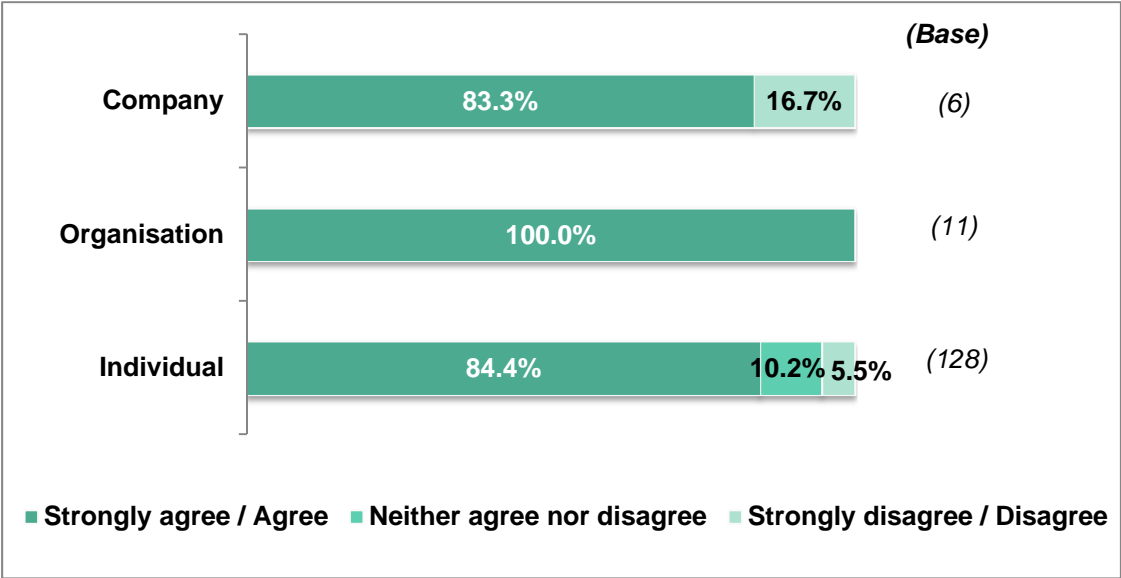
Figure 2.19 Board membership by Identity



For the statement, “HFA should establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members”, Figure 2.20 shows that while all organisation respondents agreed,

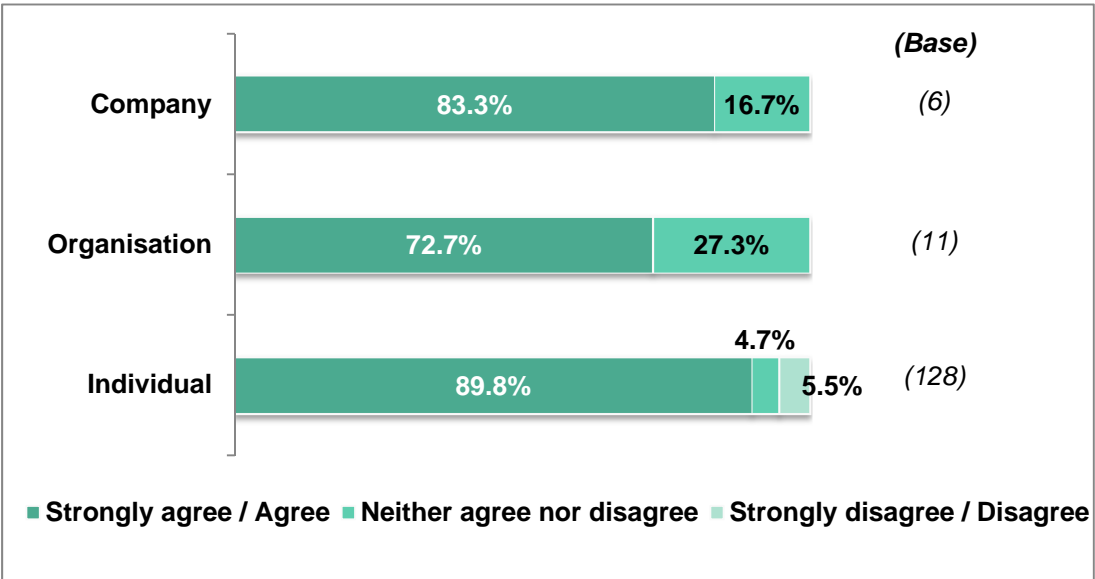
only 84% of individual respondents and 83% of company respondents agreed.

Figure 2.20 Committees by Identity



For the statement, “the proposed HFA should have the following statutory governance and management functions: Manage the resources and finances”, Figure 2.21 shows that while only 73% of organisation respondents agreed, 90% of Individual respondents agreed (5% disagreed) and 83% of company respondents agreed.

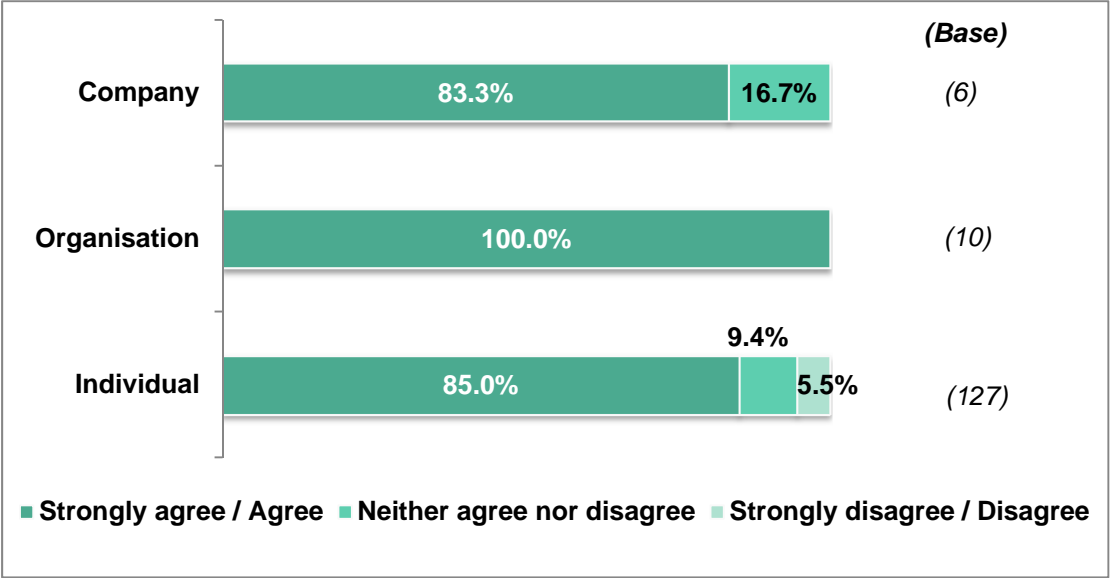
Figure 2.21 Board membership by Identity



For the statement, “Submit a corporate plan, and a business plan for approval

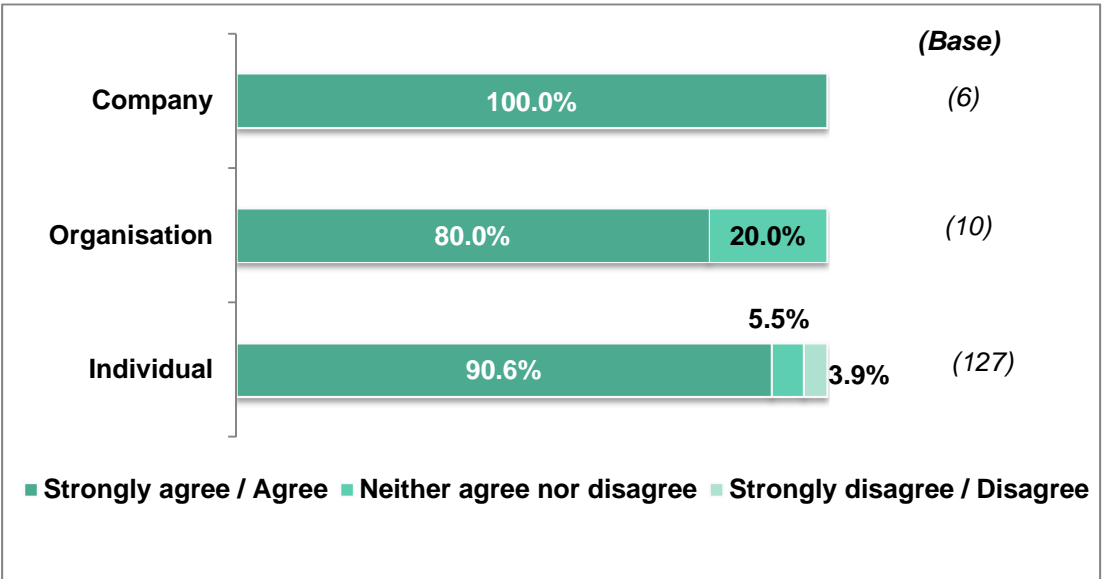
by the Government.”, Figure 2.22 shows that while all organisation respondents agreed, 85% of Individual respondents agreed (5% disagreed) and 83% of company respondents agreed.

Figure 2.22 Approved plans by Identity



For the statement, “The Chairman of the Board and the Head of the executive arm to attend LegCo meetings upon LegCo's request”, Figure 2.23 shows that while all Company respondents agreed, 91% of Individual respondents agreed (4% disagreed) and 80% of organisation respondents agreed.

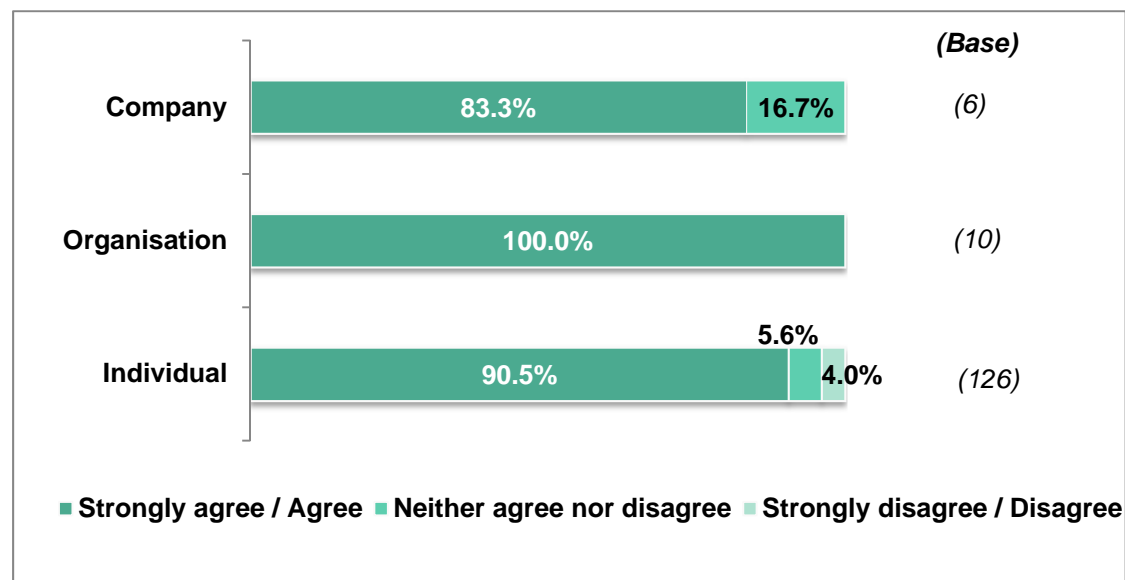
Figure 2.23 LegCo meetings by Identity



For the statement, “Establish committees to deal with such matters as audit,

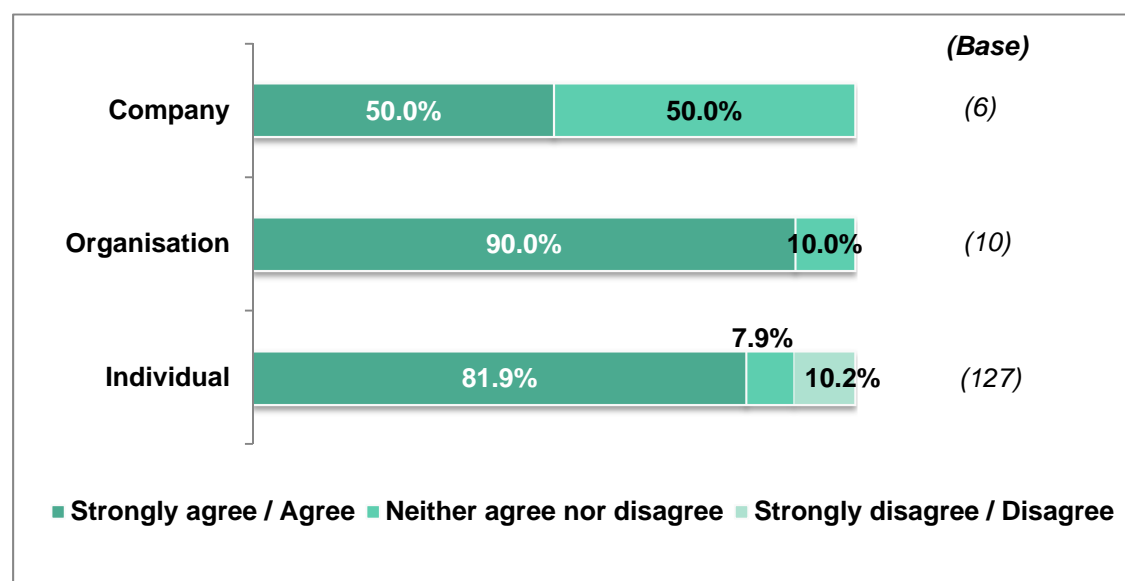
staff and finance, planning, marketing; and set up a consultation panel to collect public views”, Figure 2.24 shows that while all organisation respondents agreed, 91% of Individual respondents agreed (4% disagreed) and 83% of company respondents agreed.

Figure 2.24 Establish committees by Identity



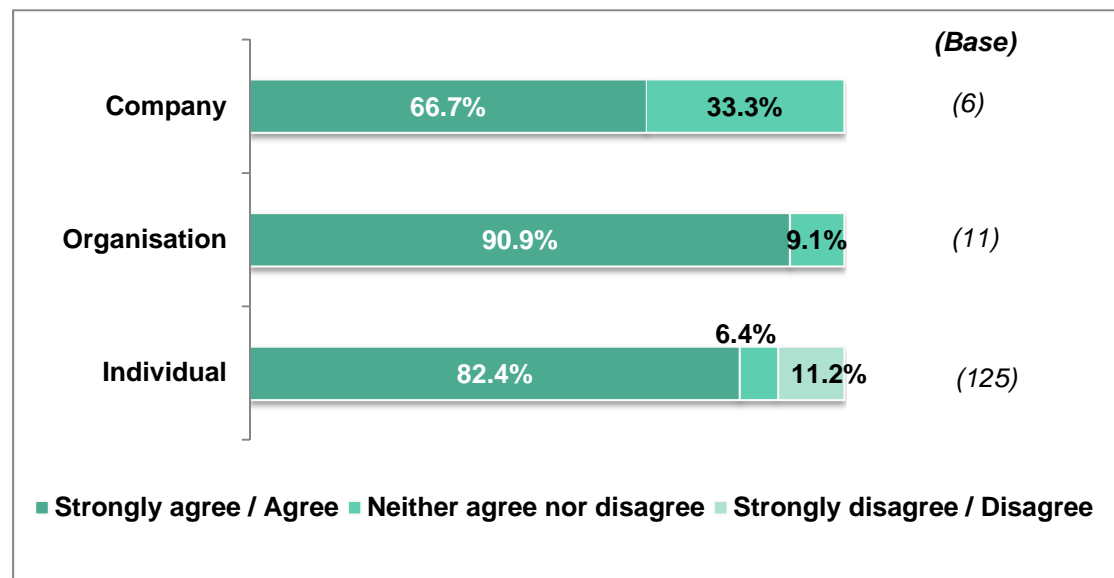
For the statement, “Capital injection and land allocated by the Government at nominal or reduced premium”, Figure 2.25 shows that while 90% of organisation respondents agreed and 82% of individual respondents agreed (10% disagreed), while only 50% of company respondents agreed.

Figure 2.25 Capital and Land by Identity



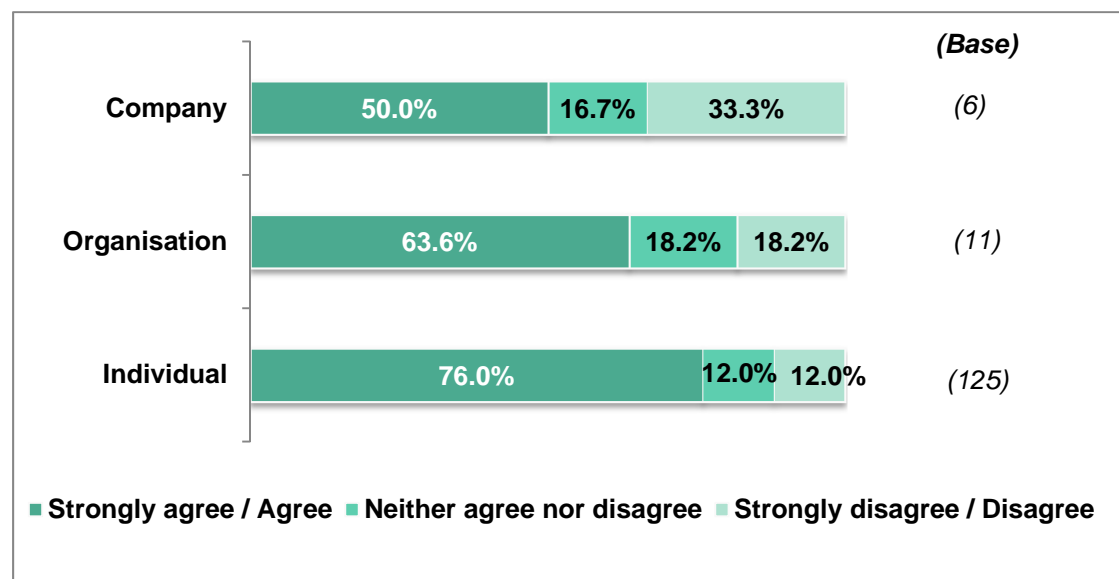
For the statement, “To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects”, Figure 2.26 shows that while 91% of organisation respondents agreed and 82% of individual respondents agreed (11% disagreed), only 67% of company respondents agreed.

Figure 2.26 Dedicated fund by Identity



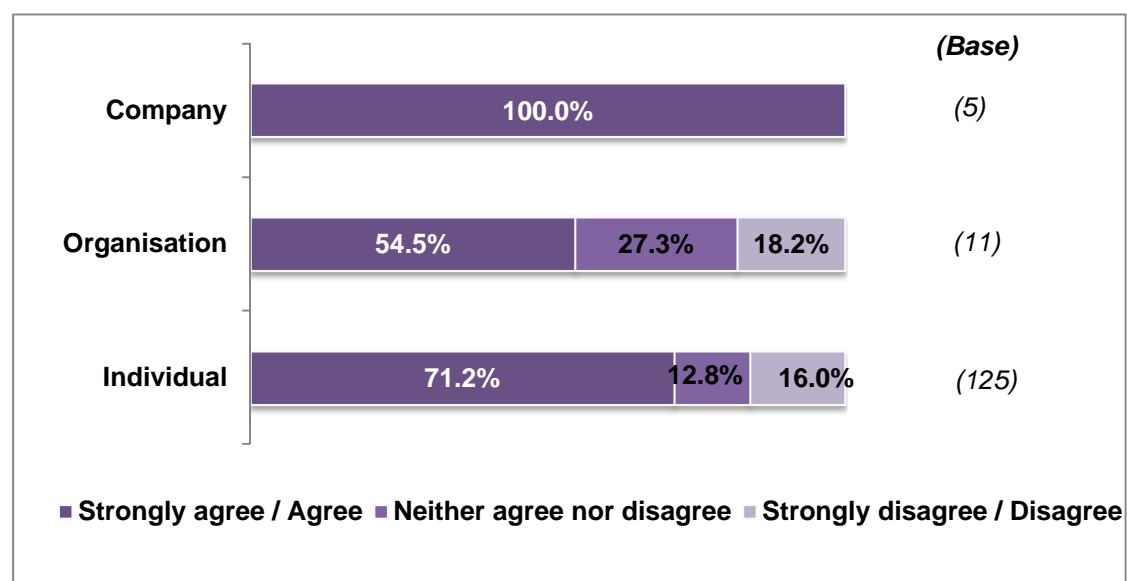
For the statement, “Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term”, Figure 2.27 shows that while 64% of organisation respondents agreed (18% disagreed) and 76% of individual respondents agreed (12% disagreed), only 50% of company respondents agreed (33% disagreed).

Figure 2.27 Balanced portfolio by Identity



For the statement, “the initial allocation of land to the proposed HFA for development and management should be relatively modest (see possible list in Q7 below) with the allocation of land to expand gradually to other suitable sites when it has accumulated experience, and build up its reputation and track record”, Figure 2.28 shows that while all company respondents agreed, only 71% of Individual respondents (16% disagreed) and 55% of organisation respondents agreed (18% disagreed).

Figure 2.28 Modest initial allocation by Identity



For the individual sites proposed for allocation, Figures 2.29 to 2.33 show that there were generally large differences between the respondents of different

identity, there were strongest support for the allocation of sites from organisation respondents (88% to 100%), followed by individual respondents (74% to 91%) and company respondents (50% to 83%).

Figure 2.29 New Central harbourfront by identity

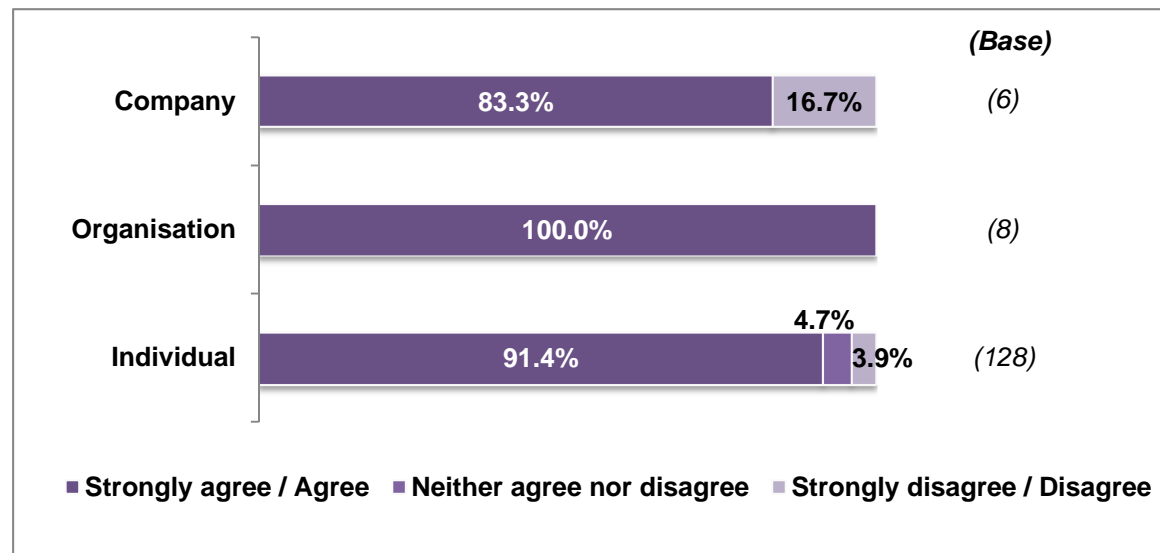


Figure 2.30 Wanchai-North Point harbourfront by identity

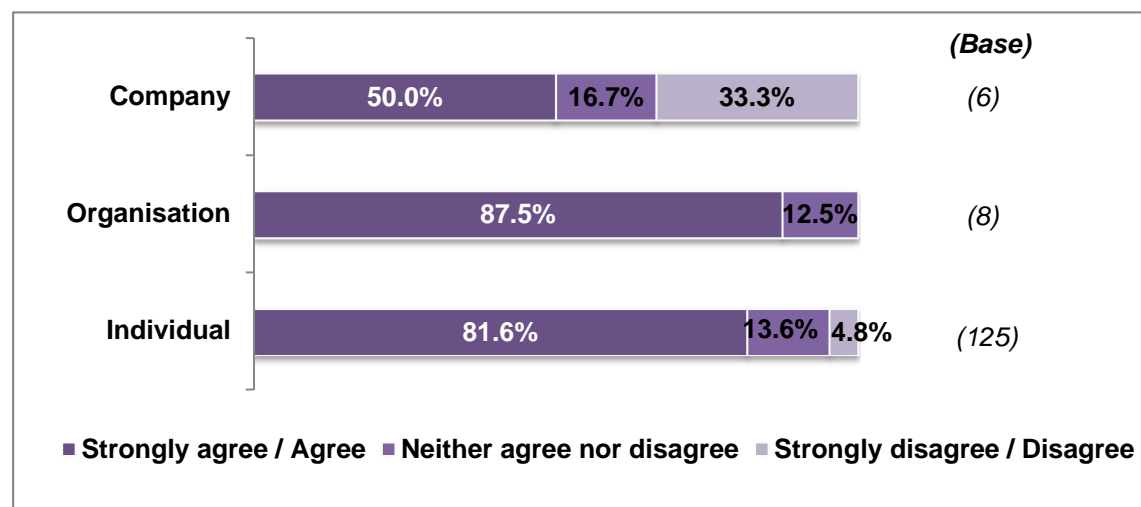


Figure 2.31 Quarry Bay harbourfront by identity

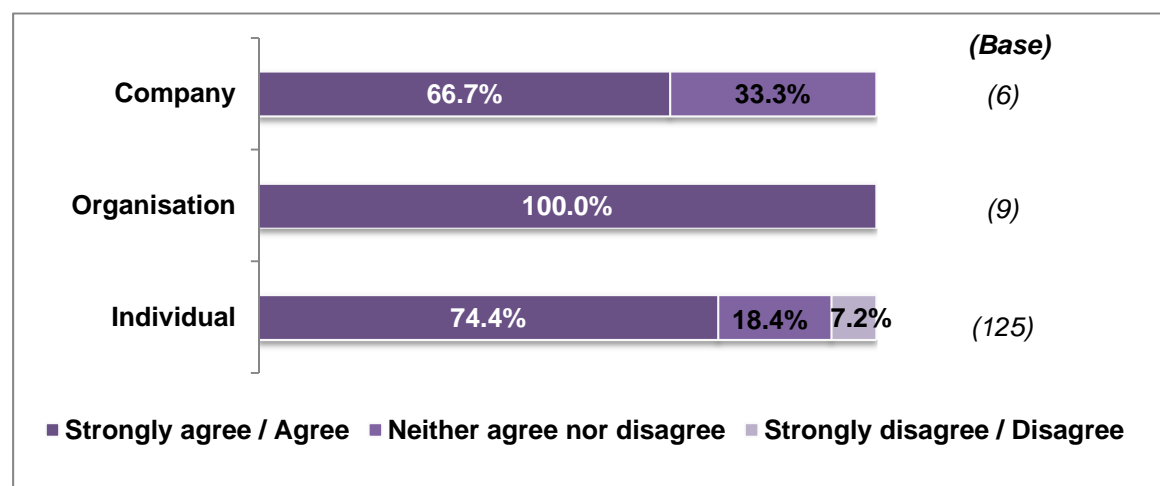


Figure 2.32 Kwun Tong harbourfront by identity

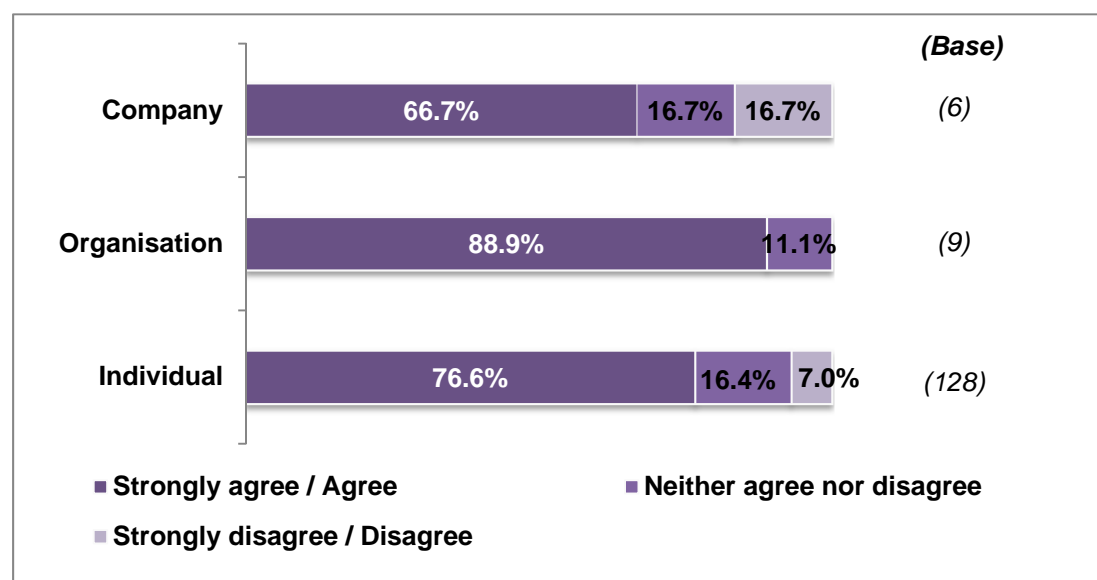
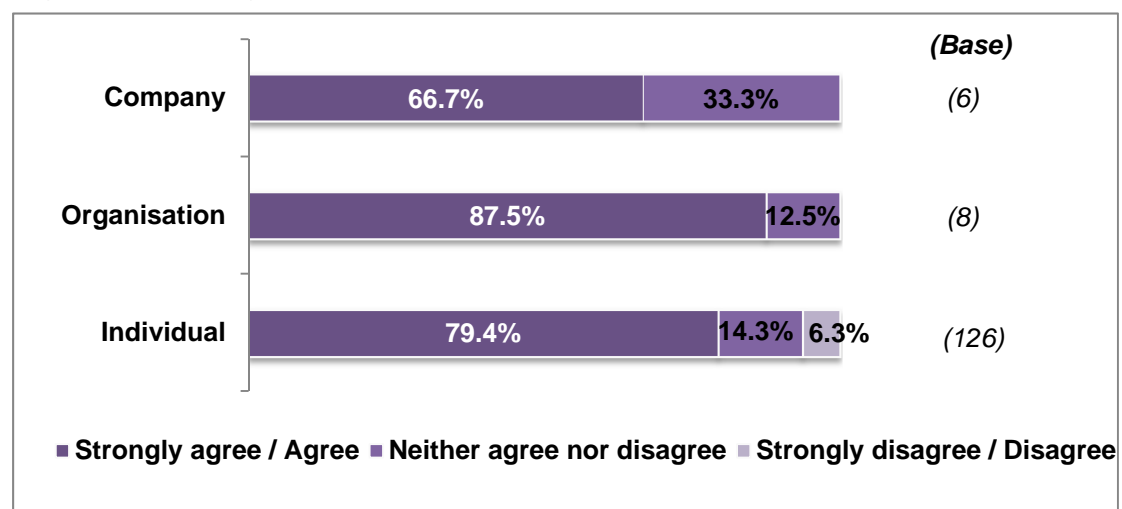
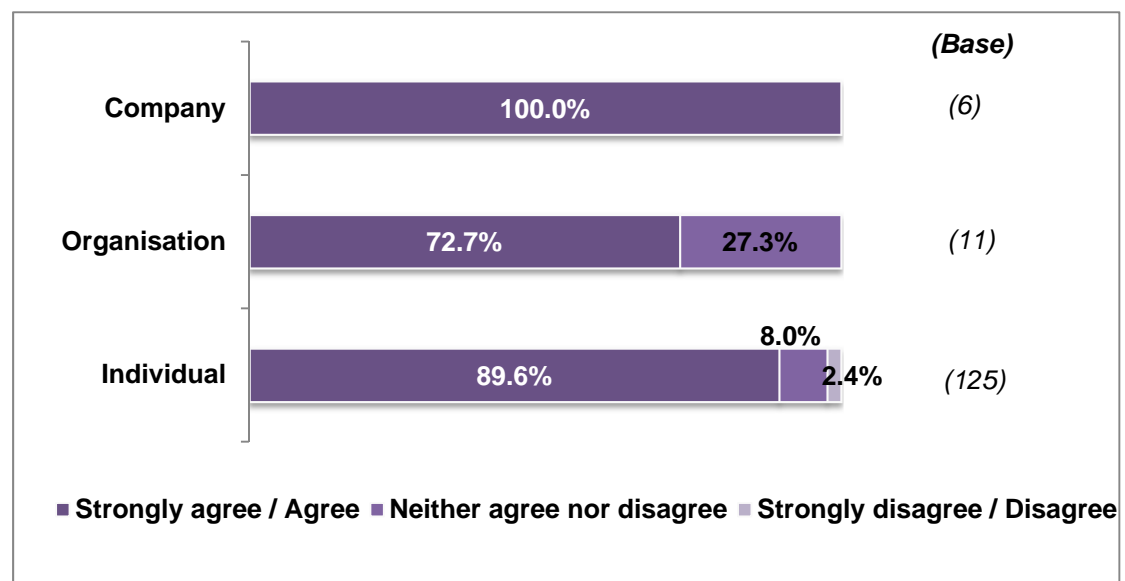


Figure 2.33 Hung Hom harbourfront



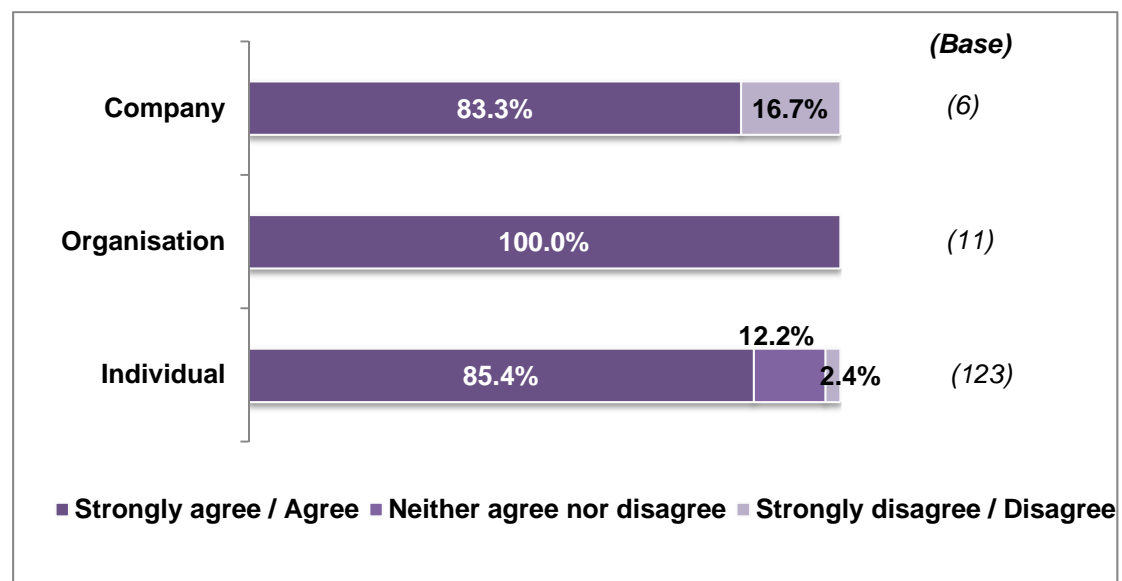
For the statement, “Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments”, Figure 2.34 shows that while all company respondents agreed, 90% of Individual respondents agreed (2% disagreed) and 73% of organisation respondents agreed.

Figure 2.34 Plan/design/operate by Identity



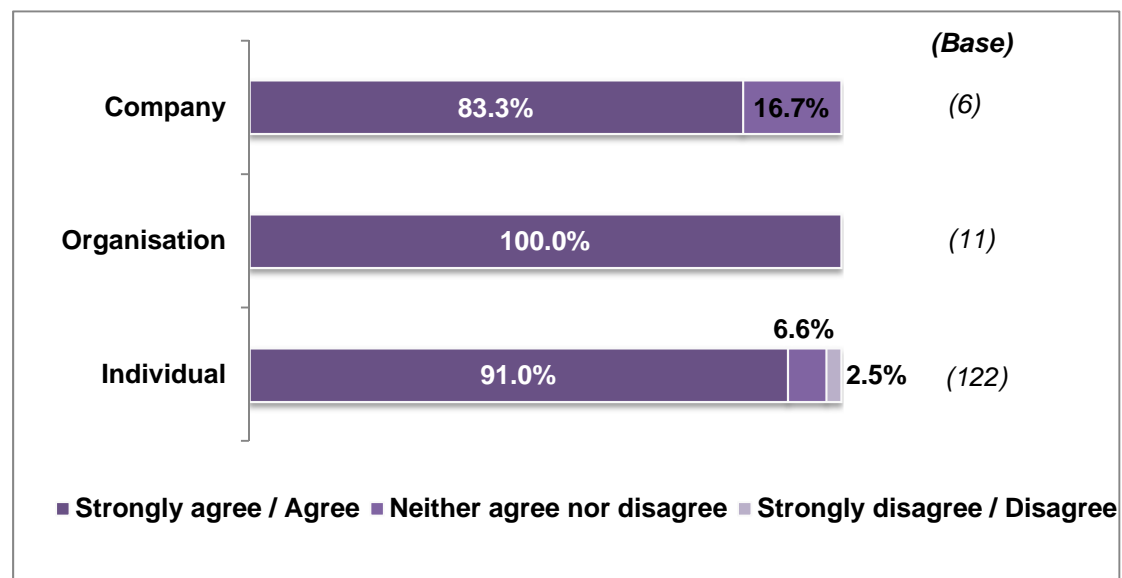
For the statement, “Design, construct, operate, and manage harbourfront facilities at the allocated sites”, Figure 2.35 shows that while all company respondents agreed, 85% of individual respondents agreed (2% disagreed) and 100% of organisation respondents agreed.

Figure 2.35 Manage by Identity



For the statement, “Foster temporary, quick-win or other enhancement projects”, Figure 2.36 shows that while all company respondents agreed, 91% of individual respondents agreed (2% disagreed) and 100% of organisation respondents agreed.

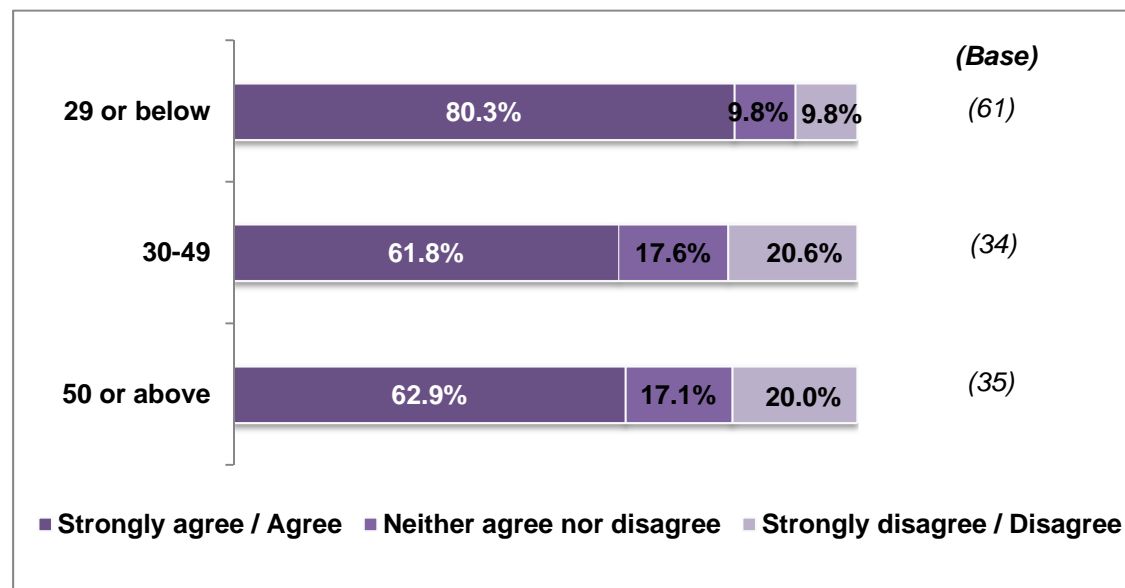
Figure 2.36 Quick win by Identity



### 2.4.2 Differences by age group

The only difference of at least 16 percentage points was for the question of initial land allocation, where younger respondents agreed much more often than older respondents with this principle (80% agree, 10% disagree for 29 or below versus 62%/63% agree and 20%/21% disagree for the older respondents).

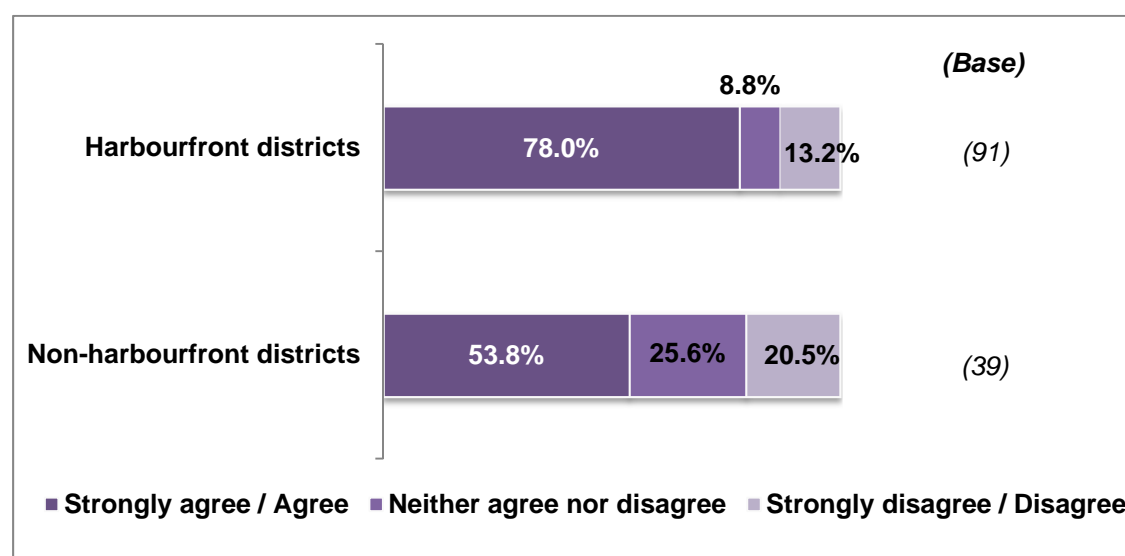
Figure 2.37 Initial land allocation by Age group



### 2.4.3 Differences by residence in harbourfront district

The only difference of at least 16 percentage points was for the question of initial land allocation, where respondents from harbourfront districts agreed much more often than other respondents with this principle (78% agree, 13% disagree versus 54% agree and 21% disagree for respondents from other districts).

Figure 2.38 Initial land allocation by District



## 2.5 Conclusion for quantitative analysis

### Identity & Demographics

About 89% of the respondents provided their response in an individual capacity and 46% of the respondents were aged under 30.

### Objectives of the HFA

At least 81% of respondents agreed (at least 54% strongly agreed) with all of the objectives. Generally, organisation respondents showed more support for the proposed objectives, followed by individual respondents and company respondents.

### Membership of the HFA

75% of respondents agreed with broad-based representation (13% disagreed) in the Board (although only 17% of company respondents agreed) and 85% agreed with establishment of committees (5.9% disagreed)

#### **Statutory Governance & Management Functions of the HFA**

There was strong support (at least 87% agreed, at most 6% disagreed) for all the proposed governance and management functions proposed in the PE Digest.

#### **Accountability measures for the HFA**

There was strong support for the proposed accountability measures, with consulting the public having most agreement (97% agree, 2% disagree) and empowering the Government to give directions in public interest having the least agreement (83% agree, 9% disagree).

#### **Financial arrangements for the HFA**

There was strong support for the proposed financial arrangements (at least 75% agree and at most 13% disagree).

#### **Land allocation for the HFA**

There was majority agreement with the principle (70% agree and 15% disagree).

There was strong support for the allocation of the proposed sites. In particular, the allocation of the New Central harbourfront has highest level of support (91% agree and 5% disagree), followed by Wanchai-North Point harbourfront (80% agree and 7% disagree) and Hung Hom harbourfront (79% agree and 7% disagree)..

#### **HFA to replace HC**

There was strong agreement with this proposal (79% agree, 5% disagree).

#### **Executive functions of the HFA**

There was general agreement with all the proposed executive functions, with strongest support for Public engagement exercises (95% agree and 1% disagree) and public engagement exercises (95% agree and 1% disagree) to be followed by enhancement projects (92% agree and 2% disagree) and monitoring the allocated sites (91% agree and 1% disagree).

#### **Executive team for the HFA**

There was general agreement with this proposal (72% agree, 15% disagree).

#### **Overall Agreement with the objectives and proposals**

In summary, the quantitative analysis showed broad support for all the objectives and proposals. With the exception of company representatives in a few aspects, all aspects otherwise had majority agreement from all types of respondents.

## Chapter 3: Results of the Qualitative Analysis

### 3.1 Introduction

In this chapter we analyze the open-ended comments received from the public engagement forms and all the other feedback received during the Phase II PE Exercise between 25<sup>th</sup> September 2014 and 24<sup>th</sup> December 2014. All 1,433 comments received during the engagement process were divided into seven channels as described below:

1. Public Fora (PF): 3 Public Fora - public fora are distinguished from other events because they were widely advertised as open to all participants, whereas some of the other events were not open to everyone or not broadly advertised (Annex A): 112 comments were received from the participants of public forums;
2. Public consultative platforms (PCP): 1 summary of a Legislative Council Panel on Development meeting and 9 summaries from District Councils (Annex B): 255 comments were received through public consultative platforms;
3. Event (E): 6 summaries from briefing events other than PFs or PCPs (Annex C): 142 comments were received from these events;
4. Written submission (WS): 30 written submissions including either by soft or hard copies with an organization. All these written submissions were sent by letters, fax or email to the Government with or without explicit corporate or association identification (Annex D): 450 comments were received in this manner;
5. Public engagement form (Q): written comments in the 157 usable public engagement forms: 368 comments were received in this manner (note that only the analysis of 99 public engagement forms (including 71 online public engagement forms and 28 paper public engagement forms) with open-ended comments is reported here, the rest of the results are reported in Chapter 2);

6. Media (M): comments from 40 news articles from printed media (Annex E): only 14 news articles were usable in the analysis as the other articles contained only factual reports or comments from the HC and no public views, yielding 33 comments for inclusion;
7. Internet and Social Media (IM): comments from 45 online news articles, 3 posts from Facebook, 2 posts from blogs, 7 topics in online discussion forums, 2 topics from websites, 5 posts from the Public Affair Forum - comments are included if they are covered by WiseNews (except Public Affair Forum) during the consultation period as this is a reputable indexing method for Internet activity in Hong Kong (Annex F): only 16 posts were usable in the analysis as the other posts contained only factual reports or comments from the HC and no public views, yielding 73 comments for inclusion;

The qualitative analysis used the nVivo software and is based on a framework in **Annex H** that was developed by the HKUSSRC to reflect all the issues covered in the public engagement digest, and then extended to cover all the other issues raised in the qualitative materials collected during the consultation.

The overall table of counts for issues for which qualitative comments were given is provided for each section in this chapter, broken down by the seven channels. Comments submitted by different people are counted each time, even if the comments were identical, regardless of the channel of submission, on the grounds that this reflects the number of people or organizations who wish to make that specific comment. No distinction is made between people and organizations, as it is often unclear whether a comment represents a personal or an institutional perspective. All counts are comment-based.

As individual identities were not cross-referenced across channels, comments submitted through multiple channels are counted separately through each channel.

Discussion is provided for any issue with at least ten comments provided, including a quote from a typical comment submitted and where appropriate the numbers of comments that agree and disagree are highlighted. The discussion highlights whenever at least half of the comments about an issue came

through a single channel.

### 3.2 Objectives of the HFA

Table 3.1 shows the breakdown of the 210 comments about the objectives of the proposed HFA by channel.

Table 3.1: Comments about Objectives of HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.1. Objectives of HFA	7	35	12	92	55	8	1	210
A.1.1. Key objectives proposed in consultation documents	7	30	11	73	42	4	1	168
A.1.1.1. Protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging (Q1a)	0	3	2	12	6	0	0	23
A.1.1.1.1. Comments in favour of the objective	0	3	1	12	6	0	0	22
A.1.1.1.3. Comments neither in favour or opposed to the objective	0	0	1	0	0	0	0	1
A.1.1.1.3.1. Concerns on potential conflict between protection of harbour and harbourfront development	0	0	1	0	0	0	0	1
A.1.1.2. Promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment (Q1b)	0	4	2	14	13	0	1	34
A.1.1.2.1. Comments in favour of the objective	0	4	2	14	12	0	1	33
A.1.1.2.2. Comments opposed to the objective	0	0	0	0	1	0	0	1
A.1.1.2.2.1. The objective is just an excuse to put more buildings at the harbourfronts	0	0	0	0	1	0	0	1
A.1.1.3. Recognize and maintain a	0	1	1	7	1	0	0	10

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
good balance of the Victoria Harbour as both as a working harbour and its harbourfront as a public urban space for enjoyment (Q1c)								
A.1.1.3.1. Comments in favour of the objective	0	1	1	7	1	0	0	10
A.1.1.4. Facilitate and enhance partnership and collaboration among HFA, Government, NGOs and the private sector (Q1d)	1	5	2	12	4	0	0	24
A.1.1.4.1. Comments in favour of the objective	1	5	2	12	4	0	0	24
A.1.1.5. Pursue harbourfront projects with a view to achieving balance in economic benefits, social objectives and environmental well-being (Q1e)	3	9	2	7	12	3	0	36
A.1.1.5.1. Comments in favour of the objective	0	4	0	5	2	3	0	14
A.1.1.5.2. Comments opposed to the objective	0	0	0	1	10	0	0	11
A.1.1.5.2.1. Social objectives and environmental well-being should be the priorities instead of economic benefits	0	0	0	1	8	0	0	9
A.1.1.5.2.2. HFA will be biased towards commercial development if one of objectives is to achieve economic benefits	0	0	0	0	2	0	0	2
A.1.1.5.3. Comments neither in favour or opposed to the objective	3	5	2	1	0	0	0	11
A.1.1.5.3.1. Concerns on over-commercialisation at the harbourfronts	2	4	1	1	0	0	0	8
A.1.1.5.3.2. Concerns on the how economic benefits will be evaluated	0	1	0	0	0	0	0	1
A.1.1.5.3.3. Concerns on whether	1	0	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
implanting commercial factors can bring vibrancy to the harbourfronts								
A.1.1.5.3.4. Concerns on whether the commercial activities will compete with the existing business located at or near the harbourfronts	0	0	1	0	0	0	0	1
A.1.1.6. Promote public engagement at all stages of project development and encourage wider participation of the local community (Q1f)	3	4	2	13	4	0	0	26
A.1.1.6.1. Comments in favour of the objective	3	4	2	13	4	0	0	26
A.1.1.7. Promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management (Q1g)	0	4	0	8	2	1	0	15
A.1.1.7.1. Comments in favour of the objective	0	4	0	8	2	1	0	15
A.1.2. Other comments or concerns related to objectives of HFA	0	5	1	19	13	4	0	42
A.1.2.1. Other objectives which HFA should aim at (Q1h)	0	3	1	13	13	4	0	34
A.1.2.1.1. HFA should aim at managing the harbourfront in a holistic approach	0	0	0	6	4	3	0	13
A.1.2.1.2. HFA should aim at overcoming the bureaucratic red-tapes	0	2	1	5	4	0	0	12
A.1.2.1.3. HFA should aim at developing the harbourfront into a tourist spot	0	1	0	1	2	1	0	5
A.1.2.1.4. HFA should aim at managing the harbourfront in an effective manner	0	0	0	1	3	0	0	4
A.1.2.2. Objectives HFA should NOT	0	1	0	4	0	0	0	5

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
aim at								
A.1.2.2.1. HFA should NOT aim at developing property	0	0	0	1	0	0	0	1
A.1.2.2.2. HFA should NOT aim at gaining economic benefits	0	0	0	1	0	0	0	1
A.1.2.2.3. HFA should NOT aim at developing the harbourfront into a tourist spot	0	0	0	1	0	0	0	1
A.1.2.2.4. HFA should NOT aim at raising Government revenue	0	0	0	1	0	0	0	1
A.1.2.2.5. HFA should NOT aim at reclaiming more lands	0	1	0	0	0	0	0	1
A.1.2.3. HFA should turn the objectives into working targets and performance indicators	0	1	0	1	0	0	0	2
A.1.2.4. Some of the objectives of HFA are overlapping	0	0	0	1	0	0	0	1

Of the 210 comments about objectives, 168 were about the objectives proposed in the consultation digest and 42 were about other objectives.

Of the 168 comments about the proposed objectives, 23 were about the protection of the Victoria harbourfront (of which 22 were in favour (“Support enhancement and protection of the Victoria Harbourfront”)), 34 were about the sustainable harbourfront (of which 33 were in favour (“The harbourfront should have more green zones and be more accessible”)), 10 were about a balanced working harbor and public space (all in favour) (“should ensure that Victoria Harbour could continue as a working harbour whilst reorganized as needed to avoid conflicts with the recreational land and other marine uses”) and 24 comments were about partnership and collaboration (all in favour) (“work with various stakeholders including the private sector, NGOs and the public to tap into their abilities to transform the harbourfront”). Of the 36 comments about balancing economic, social and environmental outcomes, 14 were in favour (“Hope that the authority will ensure an unobstructed view at the harbourfront and sufficient public space as well as maintaining a good balance between commercial activities and public use through the tendering process”), 11 were

opposed (“You either have a sustainable community resource, or you have a development opportunity that only benefits corporate interests. You can't have both”) and 11 were neither in favour or opposed to the objectives proposed (“concerned with the potential monopoly in the harbourfront”). There were 26 comments about public engagement (all in favour) (“HFA can engage with local residents, professionals and other stakeholders to develop community consensus on planning issues”) and 15 about innovative design and flexible management (all in favour) (“‘sharing’ is an important concept in order to achieve a vibrant and diverse waterfront and is fully advocated.”).

Of the 42 comments about other objectives, 34 were about other objectives that HFA should target, including 13 about holistic management (“The planning of the waterfront should be holistic”) and 12 about avoidance of red-tape (“HFA should be empowered to overcome all bureaucratic red-tape”).

### 3.3 Composition of HFA Board & Committees

Table 3.2 shows the breakdown of the 152 comments about the composition of the HFA Board and committees by channel.

Table 3.2: Comments on Composition of HFA Board & Committees by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.2. Composition of HFA Board and Committees	19	20	6	59	46	1	1	152
A.2.1. Board Composition proposed in consultation documents	6	7	2	27	22	0	0	64
A.2.1.1. Broad-based representation (Q2a)	0	0	0	5	4	0	0	9
A.2.1.1.1. Comments in favour of the composition method	0	0	0	5	0	0	0	5
A.2.1.1.2. Comments opposed to the composition method	0	0	0	0	1	0	0	1
A.2.1.1.2.1. Broad-based representation does not work in practice	0	0	0	0	1	0	0	1
A.2.1.1.3. Comments neither in favour or opposed to the composition method	0	0	0	0	3	0	0	3
A.2.1.1.3.1. Concerns on how 'broad-based' representation will be	0	0	0	0	3	0	0	3

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.2.1.2. The board consists of not more than 20 members (Q2a)	0	0	1	1	3	0	0	5
A.2.1.2.1. Comments in favour of the composition method	0	0	1	0	0	0	0	1
A.2.1.2.2. Comments opposed to the composition method	0	0	0	0	3	0	0	3
A.2.1.2.2.1. The maximum number of Board members should be less than 20	0	0	0	0	2	0	0	2
A.2.1.2.2.2. The number of Board members should not be more than 15	0	0	0	0	1	0	0	1
A.2.1.2.3. Comments neither in favour or opposed to the composition method	0	0	0	1	0	0	0	1
A.2.1.2.3.1. The number of Board members should be between 15 and 20	0	0	0	1	0	0	0	1
A.2.1.3. The Chairman and Vice-chairman (one being a public officer and the other a non-official) (Q2a)	0	0	0	5	4	0	0	9
A.2.1.3.2. Public officers should only be members of the board instead of being chairman or vice-chairman	0	0	0	0	1	0	0	1
A.2.1.3.3. Comments neither in favour or opposed to the composition method	0	0	0	5	4	0	0	9
A.2.1.3.3.1. The Chair should be a non-governmental member	0	0	0	4	0	0	0	4
A.2.1.3.3.2. Concerns on whether the posts of Chair or Vice-chair will be 'out-sourced' to a public official	0	0	0	0	3	0	0	3
A.2.1.3.3.3. The founding Chair should be the same as the HC for continuity	0	0	0	1	0	0	0	1
A.2.1.4. Board members may include members with relevant professional expertise (digest p17)	1	0	0	6	2	0	0	9
A.2.1.4.1. Comments in favour of the composition method	0	0	0	6	2	0	0	8
A.2.1.4.3. Comments neither in favour or	1	0	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
opposed to the composition method								
A.2.1.4.3.1. Concerns on whether environmental management would be considered as a profession	1	0	0	0	0	0	0	1
A.2.1.5. Board members may include relevant Government officials (digest p17)	1	0	0	1	5	0	0	7
A.2.1.5.1. Comments in favour of the composition method	0	0	0	1	4	0	0	5
A.2.1.5.2. Comments opposed to the composition method	0	0	0	0	1	0	0	1
A.2.1.5.3. Comments neither in favour or opposed to the composition method	1	0	0	0	0	0	0	1
A.2.1.5.3.1. Concerns on the rank and position of the government officials to be appointed into the Board	1	0	0	0	0	0	0	1
A.2.1.6. Board members may include District Council member(s) (digest p17)	2	3	0	4	2	0	0	11
A.2.1.6.1. Comments in favour of the composition method	1	3	0	3	2	0	0	9
A.2.1.6.2. Comments opposed to the composition method	1	0	0	0	0	0	0	1
A.2.1.6.3. Comments neither in favour or opposed to the composition method	0	0	0	1	0	0	0	1
A.2.1.6.3.1. The Board members should not limited to District Council members whose districts are near the Victoria Harbour	0	0	0	1	0	0	0	1
A.2.1.7. Board members may include LegCo member(s) (digest p17)	2	2	0	3	0	0	0	7
A.2.1.7.1. Comments in favour of the composition method	1	2	0	3	0	0	0	6
A.2.1.7.2. Comments opposed to the composition method	1	0	0	0	0	0	0	1
A.2.1.8. The board was appointment on personal basis by the CE (digest p17)	0	2	1	2	2	0	0	7

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.2.1.8.1. Comments in favour of the composition method	0	1	0	0	0	0	0	1
A.2.1.8.2. Comments opposed to the composition method	0	0	0	0	1	0	0	1
A.2.1.8.2.1. Those being appointed by the CE will not reflect the views of the public	0	0	0	0	1	0	0	1
A.2.1.8.3. Comments neither in favour or opposed to the composition method	0	1	1	2	1	0	0	5
A.2.1.8.3.1. The appointment process of the Board members should be transparent	0	0	0	2	0	0	0	2
A.2.1.8.3.2. Concerns on whether District Council members will be included if the Board members are to be appointed on personal basis by the CE	0	1	0	0	0	0	0	1
A.2.1.8.3.3. Concerns on whether HFA will be accountable to the public if the Board is appointed on personal basis by CE	0	0	1	0	0	0	0	1
A.2.1.8.3.4. The appointment of board members should also be agreed by LegCo and the public	0	0	0	0	1	0	0	1
A.2.2. Committee Composition proposed in consultation documents	0	5	0	4	3	0	0	12
A.2.2.1. Committees may involve or co-opt members other than the appointed Board members (Q2b)	0	5	0	4	3	0	0	12
A.2.2.1.1. Comments in favour of the composition method	0	3	0	1	0	0	0	4
A.2.2.1.3. Comments neither in favour or opposed to the composition method	0	2	0	3	3	0	0	8
A.2.2.1.3.1. District Councilors should be included in these committees	0	1	0	1	1	0	0	3
A.2.2.1.3.2. HFA can form regional committees which are composed of local district representatives	0	1	0	0	1	0	0	2

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.2.2.1.3.3. The number of member of each committee should be around 3 to 4	0	0	0	0	1	0	0	1
A.2.2.1.3.4. The committees should include members from professional bodies or with technical background	0	0	0	1	0	0	0	1
A.2.2.1.3.5. The committees should have broad-based representation	0	0	0	1	0	0	0	1
A.2.3. Other comments or concerns on board composition	13	8	4	28	21	1	1	76
A.2.3.1. Suggestion on who else should be involved in the governance of HFA	12	7	3	20	14	1	0	57
A.2.3.1.1. Sectors and Industries	3	2	2	6	3	0	0	16
A.2.3.1.1.1. Representatives from commercial sector	1	0	2	4	2	0	0	9
A.2.3.1.1.2. Representatives from tourism industry	0	1	0	1	1	0	0	3
A.2.3.1.1.3. Representatives from industrial sector	2	0	0	0	0	0	0	2
A.2.3.1.1.4. Representatives from the real estate development industry	0	0	0	1	0	0	0	1
A.2.3.1.1.5. Representatives from maritime industry	0	1	0	0	0	0	0	1
A.2.3.1.2. Local communities near the harbourfronts	4	1	0	6	2	0	0	13
A.2.3.1.3. General public	2	2	0	2	1	1	0	8
A.2.3.1.4. NGOs	1	0	0	2	5	0	0	8
A.2.3.1.4.1. Members of Green groups	1	0	0	1	3	0	0	5
A.2.3.1.4.2. Representatives from NGOs	0	0	0	1	1	0	0	2
A.2.3.1.4.3. Members of the Victoria Harbour protection groups	0	0	0	0	1	0	0	1
A.2.3.1.5. Boards, Councils, Commissions	0	0	0	2	2	0	0	4
A.2.3.1.5.1. Members of HC	0	0	0	1	1	0	0	2
A.2.3.1.5.2. Members of Consumer Council	0	0	0	1	0	0	0	1
A.2.3.1.5.3. Members of Tourism Board	0	0	0	0	1	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.2.3.1.6. Young people	0	0	1	1	0	0	0	2
A.2.3.1.7. Students	1	1	0	0	0	0	0	2
A.2.3.1.8. Users of harbourfront	1	0	0	0	0	0	0	1
A.2.3.1.9. Academics	0	0	0	1	0	0	0	1
A.2.3.1.10. Government officers	0	0	0	0	1	0	0	1
A.2.3.1.11. The Board should include members with different views	0	1	0	0	0	0	0	1
A.2.3.2. Suggestion on who should NOT be involved in the governance of HFA	0	0	0	1	1	0	0	2
A.2.3.2.1. Members of government-affiliated bodies	0	0	0	0	1	0	0	1
A.2.3.2.2. Individual non-governmental persons	0	0	0	1	0	0	0	1
A.2.3.3. The composition of HFA Board should be similar to the present HC	0	0	1	6	1	0	0	8
A.2.3.4. The members of the Board should be elected by the public	0	1	0	1	4	0	1	7
A.2.3.5. There should be a mechanism to review the performance of Board members when considering re-appointment	0	0	0	0	1	0	0	1
A.2.3.6. Concerns on the tenure of the Board members	1	0	0	0	0	0	0	1

Of the 152 comments about composition of the HFA board and committees, 64 were about the proposed composition of the board, 12 were about the committees proposed and 76 were about other ideas on board composition.

Of the 64 comments about the proposed board composition, 11 were about the inclusion of District Council members (9 in favour and 1 opposed) (“The latter may include members of the Legislative Council and the relevant District Councils”).

Of the 12 comments about the committees, all were about inclusion of non-Board members in the committees (“The proposal to establish committees under the Board is supported”).

Of the 76 comments about other ideas on board composition, 57 were about who else should be involved in HFA's governance, including 16 comments about the inclusion of various sectors ("Both from commercial and industrial sectors, should have some places in the authority to express their needs and concerns") and 13 were about the inclusion of members from the local harbourfront community ("The authority must similarly pursue community appointments").

### 3.4 Governance and Management of the HFA

Table 3.3 shows the breakdown of the 49 comments about the governance and management of the HFA by channel.

Table 3.3: Comments on Governance and management by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.3. Governance and management	6	12	6	12	12	1	0	49
A.3.1. Statutory functions of the HFA Board proposed in consultation digest	0	0	0	0	4	0	0	4
A.3.1.1. Draw up corporate and business plans (Q3a)	0	0	0	0	1	0	0	1
A.3.1.1.2. Comments opposed to the function	0	0	0	0	1	0	0	1
A.3.1.1.2.1. The sustainability and beautification of the harbourfronts will be sacrificed in the corporate and business plans	0	0	0	0	1	0	0	1
A.3.1.2. Oversee the overall development and management of the sites allocated to HFA (Q3b)	0	0	0	0	2	0	0	2
A.3.1.2.2. Comments opposed to the function	0	0	0	0	1	0	0	1
A.3.1.2.2.1. The governance function should not include development and management of the sites allocated	0	0	0	0	1	0	0	1
A.3.1.2.3. Comments neither in favour or opposed to the function	0	0	0	0	1	0	0	1
A.3.1.2.3.1. Concerns on whether the	0	0	0	0	1	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
governance function includes overseeing the development of entire harbourfront								
A.3.1.3. Implement public accountability measures (Q3c)	0	0	0	0	1	0	0	1
A.3.1.3.1. Comments in favour of the function	0	0	0	0	1	0	0	1
A.3.2. Other comments or concerns on governance and management function	6	12	6	12	8	1	0	45
A.3.2.1. Power and Authority	6	10	4	12	8	1	0	41
A.3.2.1.1. HFA should be given enough power to negotiate with government departments	4	3	0	1	3	0	0	11
A.3.2.1.2. The responsibilities of HFA should not overlap with Government departments	2	3	2	3	1	0	0	11
A.3.2.1.3. HFA should be given enough power to make decisions on the development of harbourfronts	0	1	2	4	1	0	0	8
A.3.2.1.4. The roles, obligations and extent of power of HFA should be clearly defined	0	1	0	2	1	1	0	5
A.3.2.1.6. HFA should not be given excess power which may derogate from the existing powers and functions of relevant Government bureaux and departments as well as statutory bodies	0	2	0	0	1	0	0	3
A.3.2.1.7. HFA should have the right to ignore Government's direction in planning	0	0	0	1	0	0	0	1
A.3.2.1.8. HFA should be given the power to veto uses which are not in line with HFA's objectives	0	0	0	0	1	0	0	1
A.3.2.1.9. HFA should not be a rubber stamp of government policies	0	0	0	1	0	0	0	1
A.3.2.2. General concerns on the governance and management of HFA	0	1	1	0	0	0	0	2
A.3.2.3. Concerns on the arrangement of HFA's	0	1	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
meetings								
A.3.2.4. Concerns on the cooperation and relationship between HFA and government in general	0	0	1	0	0	0	0	1

Of the 49 comments about governance and management of the HFA, 41 were about the power and authority of the HFA, including 11 comments which were about the need for sufficient power to negotiate with government departments (“The level of HFA in the governmental hierarchy cannot be too low so that it has enough power to coordinate different departments”) and 11 comments which were about overlapping of responsibilities with government departments (“called on the Administration to delineate the responsibilities of the various parties in respect of harbourfront management”).

### 3.5 Public accountability of the HFA

Table 3.4 shows the breakdown of the 87 comments about public accountability of the HFA by channel.

Table 3.4: Comments on Public Accountability of HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.4. Public Accountability	9	23	7	16	27	2	3	87
A.4.1. Comments on proposed public accountability measures	4	7	3	6	18	0	0	38
A.4.1.1. Submission of corporate plan and business plan for approval by Principal Official (Q4a)	0	1	0	0	3	0	0	4
A.4.1.1.1. Comments in favour of the measure	0	0	0	0	3	0	0	3
A.4.1.1.3. Comments neither in favour or opposed to the measure	0	1	0	0	0	0	0	1
A.4.1.1.3.1. Concerns on whether the approval of corporate and business plan will be troubled by bureaucracy	0	1	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.4.1.2. Development of key performance indicators to measure performance (Q4b)	0	0	1	1	0	0	0	2
A.4.1.2.1. Comments in favour of the measure	0	0	0	1	0	0	0	1
A.4.1.2.3. Comments neither in favour or opposed to the measure	0	0	1	0	0	0	0	1
A.4.1.2.3.1. The performance of HFA can only be judged after a long period after its establishment	0	0	1	0	0	0	0	1
A.4.1.3. Submission of annual report, statement of accounts and auditor's report to the Government, LegCo and subject to Director of Audit's scrutiny (Q4c)	1	0	0	0	2	0	0	3
A.4.1.3.1. Comments in favour of the measure	1	0	0	0	2	0	0	3
A.4.1.4. Chairman and executive head to attend LegCo meetings upon request (Q4d)	0	1	0	1	0	0	0	2
A.4.1.4.1. Comments in favour of the measure	0	1	0	1	0	0	0	2
A.4.1.5. Consult the public on matters relating to the development and operation of the harbourfront related facilities (Q4e)	1	2	2	2	4	0	0	11
A.4.1.5.1. Comments in favour of the measure	1	2	2	1	4	0	0	10
A.4.1.5.3. Comments neither in favour or opposed to the measure	0	0	0	1	0	0	0	1
A.4.1.5.3.1. HFA should organise public forums on a regular basis	0	0	0	1	0	0	0	1
A.4.1.6. Open meetings where appropriate (Q4f)	1	2	0	1	5	0	0	9
A.4.1.6.1. Comments in favour of the measure	1	1	0	1	5	0	0	8
A.4.1.6.3. Comments neither in favour or opposed to the measure	0	1	0	0	0	0	0	1
A.4.1.6.3.1. Concerns on the details of	0	1	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
opening meetings to the public								
A.4.1.7. Regular declaration of interests by board and committee members for public (Q4l)	1	1	0	0	0	0	0	2
A.4.1.7.1. Comments in favour of the measure	0	1	0	0	0	0	0	1
A.4.1.7.3. Comments neither in favour or opposed to the measure	1	0	0	0	0	0	0	1
A.4.1.7.3.1. Concerns on whether the Board members will be willing to declare their interest	1	0	0	0	0	0	0	1
A.4.1.9. Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest (Q4j)	0	0	0	0	1	0	0	1
A.4.1.9.2. Comments opposed to the measure	0	0	0	0	1	0	0	1
A.4.1.9.2.1. There is no Principal Official whose department or bureau does not have conflicts of interests with HFA	0	0	0	0	1	0	0	1
A.4.1.10. Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views (Q4k)	0	0	0	1	3	0	0	4
A.4.1.10.1. Comments in favour of the measure	0	0	0	1	3	0	0	4
A.4.2. Other comments or concerns related to public accountability	5	16	4	10	9	2	3	49
A.4.2.1. HFA should not become an independent empire, white elephant or a private organization	3	7	1	5	5	2	3	26
A.4.2.1.1. HFA should not become an independent empire	1	4	0	4	3	0	1	13
A.4.2.1.2. HFA should not become a white elephant	1	2	0	1	0	2	2	8
A.4.2.1.3. HFA should not become a private organization	1	0	1	0	2	0	0	4

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.4.2.1.4. HFA should not become a white elephant or an independent empire	0	1	0	0	0	0	0	1
A.4.2.2. HFA should be accountable to public and its operation should be transparent	2	5	1	2	3	0	0	13
A.4.2.3. HFA should be accountable to the District Councils	0	2	1	0	0	0	0	3
A.4.2.4. Collusion between the Government and the business sector should be avoided	0	1	0	0	1	0	0	2
A.4.2.5. HFA should be sensitive and responsive to the needs of the public	0	0	0	2	0	0	0	2
A.4.2.6. HFA officials should attend District Council meetings upon request	0	0	0	1	0	0	0	1
A.4.2.7. HFA should have better planning on how to cooperate with District Councils	0	0	1	0	0	0	0	1
A.4.2.8. The financial statements should be open to the public	0	1	0	0	0	0	0	1

Of the 87 comments about public accountability of the HFA, 38 were about the proposed accountability measures and 49 were on other aspects of public accountability.

Of the 38 comments about the proposed accountability measures, 11 were about consulting the public on matters relating to the development and management of the harbourfront facilities (10 in favour) (“HFA needed to communicate with the community and develop a higher level of trust”).

Of the 49 comments on other aspects, 13 were about the HFA should not become a white elephant (“worried that the HFA will follow the West Kowloon Cultural District Authority to become a ‘white elephant’”) and 13 were about the HFA should be accountable to the public through high level of transparency (“It is important to let public know what the HA is doing and to maintain a transparent environment”).

### 3.6 Financial Arrangements of the HFA

Table 3.5 shows the breakdown of the 143 comments about the financial arrangements of the HFA by channel.

Table 3.5: Comments on Financial Arrangements of HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.5. Financial Arrangement	10	38	13	33	46	3	0	143
A.5.1. Financial arrangement mentioned in the consultation digest	8	34	9	26	35	2	0	114
A.5.1.1. Government to provide capital injection and allocate land as in-kind support (Q5a)	0	2	0	2	5	0	0	9
A.5.1.1.1. Comments in favour of the approach	0	2	0	2	3	0	0	7
A.5.1.1.3. Comments neither in favour or opposed to the approach	0	0	0	0	2	0	0	2
A.5.1.1.3.1. The amount of fund injected into HFA by the government should not be too large	0	0	0	0	2	0	0	2
A.5.1.2. Set aside a dedicated fund within Government (Q5b)	1	3	0	0	1	0	0	5
A.5.1.2.3. Comments neither in favour or opposed to the approach	1	3	0	0	1	0	0	5
A.5.1.2.3.1. Concerns on the amount of the dedicated fund	1	3	0	0	1	0	0	5
A.5.1.3. Resources will be drawn from the dedicated fund when project is ready for implementation (subject to LegCo's approval) (Q5c)	1	4	5	8	9	0	0	27
A.5.1.3.1. Comments in favour of the approach	0	2	0	7	3	0	0	12
A.5.1.3.3. Comments neither in favour or opposed to the approach	1	2	5	1	6	0	0	15
A.5.1.3.3.1. Concerns on delay of funding approval by the LegCo	1	0	2	1	3	0	0	7

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.5.1.3.3.2. Concerns on the difficulties for the HFA to acquire government funding as the performance of HFA is hard to be evaluated	0	1	2	0	0	0	0	3
A.5.1.3.3.3. Concerns on whether HFA will have enough funding	0	1	1	0	1	0	0	3
A.5.1.3.3.4. Concerns on whether interested parties would be benefits using loop holes in the funding arrangement	0	0	0	0	2	0	0	2
A.5.1.4. Through a balanced portfolio of projects to help achieve long-term overall financial sustainability (Q5d)	6	24	4	15	20	2	0	71
A.5.1.4.1. Comments in favour of the approach	0	3	0	5	5	1	0	14
A.5.1.4.2. Comments opposed to the approach	2	6	1	9	12	0	0	30
A.5.1.4.2.1. The Harbourfront may be over-commercialised and have less public space if financial sustainability or economic benefits are to be achieved	2	6	1	9	10	0	0	28
A.5.1.4.2.2. HFA should not be financially independent	0	0	0	0	2	0	0	2
A.5.1.4.3. Comments neither in favour or opposed to the approach	4	15	3	1	3	1	0	27
A.5.1.4.3.1. Concerns on whether fiscal balance and financial sustainability of HFA can be achieved	4	9	3	1	3	1	0	21
A.5.1.4.3.2. Concerns on the financial planning of HFA	0	6	0	0	0	0	0	6
A.5.1.5. Financial consultancy to be conducted to assess the funding requirements (digest p25)	0	1	0	1	0	0	0	2
A.5.1.5.3. Comments neither in favour or opposed to the approach	0	1	0	1	0	0	0	2
A.5.1.5.3.1. Concerns on whether HFA will	0	1	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
follow government's auditing standards								
A.5.1.5.3.2. HFA should conduct benefit and cost analysis whenever possible to evaluate financial performance and efficiency	0	0	0	1	0	0	0	1
A.5.2. Other comments or concerns on financial arrangement	2	4	4	7	11	1	0	29
A.5.2.1. The government should support HFA financially	1	2	0	1	3	0	0	7
A.5.2.2. HFA should be given the power to propose how to use its funding	0	0	0	4	2	0	0	6
A.5.2.3. The HFA should seek alternative means for funding	0	0	0	0	3	0	0	3
A.5.2.4. Concerns on how HFA would manage its finance in general	0	1	2	0	0	0	0	3
A.5.2.5. HFA should receive annual subvention to bridge the funding gaps in the development of projects	0	0	0	1	2	0	0	3
A.5.2.6. Leasing properties can be one of the financial sources of HFA	0	0	1	0	1	1	0	3
A.5.2.7. Taxes from the business near the harbourfront can be a source of income for HFA	1	1	0	0	0	0	0	2
A.5.2.8. Concerns on the cost of transforming HC into a new authority	0	0	1	0	0	0	0	1
A.5.2.9. HFA can work with District Council for local action plans utilizing signature project scheme funding	0	0	0	1	0	0	0	1

Of the 143 comments about financial arrangements, 114 were about the proposed arrangements set out in the consultation digest and 29 were about other aspects.

Of the 114 comments about the proposed arrangements, 27 were about the proposal for HFA to draw from the dedicated fund when the project is ready

(12 in favour (“The dedicated fund approach would reduce the lead-time of projects whilst still ensuring the Authority is subject to public accountability”) and 15 were neither in favour or opposed (“Whilst there are strong benefits in not giving an upfront capital endowment to the Harbourfront Authority, this arrangement also has the drawbacks that without the certainty of financial backing, any funding approval needed from the Legislative Council may be delayed due to filibustering”)). 71 comments were about the proposal for the HFA to achieve long-term overall financial sustainability through a balanced portfolio of projects (14 in favour (“It is necessary for the formula to be self-sustaining”), in which 30 opposed (including 28 concerns about commercialization (“if the HFA was required to operate on a self-financing basis, it would become profit-oriented and compromise its vision of creating a harbourfront for public enjoyment”)) and 27 were neither in favour or opposed (including 21 concerns about financial sustainability (“Balancing financial stability is a good goal but hard to achieve as an obligation”)))).

Of the 29 comments about other aspects, there was no common theme.

### 3.7 Land and the HFA

Table 3.6 shows the breakdown of the 55 comments about land and the HFA by channel.

Table 3.6: Comments on Land and the HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.6. Land Matters	8	11	8	17	8	2	1	55
A.6.1. Land matters mentioned in the consultation documents	2	4	4	11	6	1	0	28
A.6.1.1. Adopt a phased allocation approach with modest initial allocation (Q6)	1	1	1	8	5	0	0	16
A.6.1.1.1. Comments in favour of the approach	1	1	0	8	2	0	0	12
A.6.1.1.2. Comments opposed to the approach	0	0	0	0	3	0	0	3
A.6.1.1.2.1. The sites should be released to HFA as soon as possible	0	0	0	0	2	0	0	2

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.6.1.1.2.2. The HFA should not be vested the land in a petty approach	0	0	0	0	1	0	0	1
A.6.1.1.3. Comments neither in favour or opposed to the approach	0	0	1	0	0	0	0	1
A.6.1.1.3.1. Concerns on whether financial sustainability can be assured if the harbourfront will be developed in phases	0	0	1	0	0	0	0	1
A.6.1.2. Sites allocated should not be privatised by HFA (digest p23)	1	3	3	3	1	1	0	12
A.6.1.2.1. Comments in favour of the approach	1	1	0	2	0	0	0	4
A.6.1.2.3. Comments neither in favour or opposed to the approach	0	2	3	1	1	1	0	8
A.6.1.2.3.1. Concerns on whether HFA owns the sites and would sell them to generate income	0	1	1	1	1	1	0	5
A.6.1.2.3.2. Concerns on whether the harbourfront areas managed by HFA are still regarded as Government land	0	0	1	0	0	0	0	1
A.6.1.2.3.3. Concerns on whether HFA can achieve fiscal sustainability if it will not own the land sites and cannot sell them to generate income	0	1	0	0	0	0	0	1
A.6.1.2.3.4. Public-private partnership contradicts the statement that allocated sites to the authority should not be privatised	0	0	1	0	0	0	0	1
A.6.2. Other comments or concerns on land matters	6	7	4	6	2	1	1	27
A.6.2.1. Criteria for site allocation	1	2	2	4	1	0	0	10
A.6.2.1.1. Concerns on the criteria to prioritise the sites to be developed	1	1	2	0	1	0	0	5
A.6.2.1.2. HFA should be allocated the land only when neither the government nor developers can deliver what local community wants	0	0	0	4	0	0	0	4

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.6.2.1.3. HFA should be allocated the adjacent sites which can be joined together for development	0	1	0	0	0	0	0	1
A.6.2.2. Concerns on whether HFA will be able to acquire private land along the harbourfront	3	1	0	1	0	0	0	5
A.6.2.3. Concerns on the details of the development plan of particular sites	2	1	1	0	0	0	0	4
A.6.2.4. Concerns on whether public land should be managed by an non-governmental organisation	0	2	0	0	1	0	1	4
A.6.2.5. The sites should not be monopolised by a single developer	0	0	0	0	0	1	0	1
A.6.2.6. Local community may not welcome handing over current development projects along the harbourfront to the future HFA	0	1	0	0	0	0	0	1
A.6.2.7. It may not be fair to grant HFA land at a nominal or reduced land premium	0	0	0	1	0	0	0	1
A.6.2.8. Concerns on whether allocating sites to HFA requires approval of LegCo	0	0	1	0	0	0	0	1

Of the 55 comments about land and the HFA, 28 were about the proposed land allocation mechanism and 27 were on other matters relating to land allocation.

Of the 28 comments about the proposal, 16 were about the phased approach in land allocation (12 in favour (“applauds the adoption of a prudent approach in allocating a small amount of land in phases to HFA at the initial stage”) and 3 opposed) and 12 were about non-privatization of the allocated sites (4 in favour and 8 neither in favour or opposed) (“Victoria Harbourfront land should not be privatized”).

Of the 27 comments about other land matters, 10 were about the site allocation criteria (“Where a local community has decided that neither the government nor developers can deliver what the people want, only then can a site be proposed for vesting to the authority because of its flexibility in structuring solutions”).

### 3.8 Site allocation to the HFA

Table 3.7 shows the breakdown of 77 comments about site allocation to the HFA by channel.

Table 3.7: Comments on Site Allocation to HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.7. Sites to be allocated to HFA	11	7	15	13	29	0	2	77
A.7.1. Sites to be allocated to HFA suggested in consultation digest	0	0	5	7	20	0	0	32
A.7.1.1. New Central Harbourfront (Q7a)	0	0	3	2	3	0	0	8
A.7.1.1.1. Comments in favour of the proposed allocation	0	0	1	2	1	0	0	4
A.7.1.1.2. Comments opposed to the proposed allocation	0	0	0	0	2	0	0	2
A.7.1.1.2.1. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.1.1.2.2. The proposed site allocation will benefit rich people more	0	0	0	0	1	0	0	1
A.7.1.1.3. Comments neither in favour or opposed to the proposed allocation	0	0	2	0	0	0	0	2
A.7.1.1.3.1. Concerns on whether 5 years are enough to complete the New Central Harbourfront project	0	0	1	0	0	0	0	1
A.7.1.1.3.2. The Central harbourfront is suitable for mixed use of biking and jogging	0	0	1	0	0	0	0	1
A.7.1.2. Wanchai Harbourfront (Q7b)	0	0	1	1	3	0	0	5
A.7.1.2.1. Comments in favour of the proposed allocation	0	0	1	1	1	0	0	3
A.7.1.2.2. Comments opposed to the proposed allocation	0	0	0	0	2	0	0	2
A.7.1.2.2.1. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.1.2.2.2. The proposed site allocation	0	0	0	0	1	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
will benefit rich people more								
A.7.1.3. North Point Harbourfront (Q7b)	0	0	0	1	1	0	0	2
A.7.1.3.1. Comments in favour of the proposed allocation	0	0	0	1	0	0	0	1
A.7.1.3.2. Comments opposed to the proposed allocation	0	0	0	0	1	0	0	1
A.7.1.3.2.1. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.1.4. Quarry Bay Harbourfront (Q7c)	0	0	0	2	5	0	0	7
A.7.1.4.1. Comments in favour of the proposed allocation	0	0	0	2	2	0	0	4
A.7.1.4.2. Comments opposed to the proposed allocation	0	0	0	0	3	0	0	3
A.7.1.4.2.1. Quarry Bay harbourfront is a remote site	0	0	0	0	1	0	0	1
A.7.1.4.2.2. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.1.4.2.3. The proposed site allocation will benefit rich people more	0	0	0	0	1	0	0	1
A.7.1.5. Kwun Tong Harbourfront (Q7d)	0	0	1	1	6	0	0	8
A.7.1.5.1. Comments in favour of the proposed allocation	0	0	0	1	1	0	0	2
A.7.1.5.2. Comments opposed to the proposed allocation	0	0	0	0	5	0	0	5
A.7.1.5.2.1. Kwun Tong is a remote site	0	0	0	0	3	0	0	3
A.7.1.5.2.2. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.1.5.2.3. The proposed site allocation will benefit rich people more	0	0	0	0	1	0	0	1
A.7.1.5.3. Comments neither in favour or opposed to the proposed allocation	0	0	1	0	0	0	0	1
A.7.1.5.3.1. There were possibilities for more commercial and cultural facilities at the Kwun Tong harbourfront	0	0	1	0	0	0	0	1
A.7.1.6. Hung Hom Harbourfront (Q7e)	0	0	0	0	2	0	0	2

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.7.1.6.1. Comments in favour of the proposed allocation	0	0	0	0	1	0	0	1
A.7.1.6.2. Comments opposed to the proposed allocation	0	0	0	0	1	0	0	1
A.7.1.6.2.1. The proposed site will not generate economic benefits	0	0	0	0	1	0	0	1
A.7.2. Other possible sites suggested by respondents	11	7	10	6	9	0	2	45
A.7.2.1. Western Hong Kong Island waterfront	8	0	0	0	1	0	0	9
A.7.2.2. Tsing Yi waterfront	0	2	2	1	1	0	0	6
A.7.2.3. Tsim Sha Tsui waterfront	0	0	1	1	1	0	0	3
A.7.2.4. To Kwa Wan waterfront	0	1	1	0	0	0	2	4
A.7.2.5. Yau Ma Tei Typhoon Shelter waterfront	0	1	1	1	0	0	0	3
A.7.2.6. Tsuen Wan waterfront	0	0	1	1	1	0	0	3
A.7.2.7. Sites currently managed by government but with newly approved development projects	0	0	2	0	1	0	0	3
A.7.2.8. Kai Tak waterfront	0	0	0	0	2	0	0	2
A.7.2.9. PLA dock at the Central Harbourfront when it is not in military use	1	0	1	0	0	0	0	2
A.7.2.10. All harbourfront which have not yet been developed	0	0	0	0	2	0	0	2
A.7.2.11. West Kowloon waterfront	0	1	0	1	0	0	0	2
A.7.2.12. Sun Yat San Memorial Park	1	0	0	0	0	0	0	1
A.7.2.13. Western Food Wholesale Market	1	0	0	0	0	0	0	1
A.7.2.14. All waterfront parks or open spaces currently managed by the Leisure and Cultural Services Department	0	0	0	1	0	0	0	1
A.7.2.15. Sham Shui Po waterfront	0	2	0	0	0	0	0	2
A.7.2.16. Harbourfront areas near existing ferry piers	0	0	1	0	0	0	0	1

Of the 77 comments about the harbourfront sites proposed for allocation, 32 were about the proposed sites set out in the PE Digest ("Kwun Tong, which is

rather remote and being near to the industrial area that air pollution is quite serious may not be suitable to be developed”) and 45 about other possible sites (“Hope HFA would develop the Tsing Yi waterfront areas”).

### 3.9 Advisory and advocacy function and the HFA

Table 3.8 shows the breakdown of the 79 comments about advisory and advocacy function and the HFA by channel.

Table 3.8: Comments on Advisory and advocacy function and HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.8. Advisory and advocacy function	4	10	15	38	8	1	3	79
A.8.1. Disbanding HC and taking over advisory and advocacy function by HFA (Q8)	0	4	0	2	2	0	0	8
A.8.1.1. HC should be disbanded and the advocacy and advisory role of HC should be taken up by HFA	0	3	0	2	1	0	0	6
A.8.1.2. HC should be retained and its advocacy and advisory role be kept	0	1	0	0	1	0	0	2
A.8.2. Advisory and advocacy functions proposed in the consultation digest	2	3	7	30	3	0	3	48
A.8.2.1. To advise the Government on the holistic and strategic development of the harbourfront and its associated water-land interface (digest p26)	0	1	1	9	1	0	0	12
A.8.2.1.1. Comments in favour of the function	0	1	1	9	1	0	0	12
A.8.2.2. To play an advocacy role in the envisioning, planning, urban design, marking and branding, development and operation of the harbourfront areas and facilities in collaboration with relevant stakeholders and DCs (digest p27)	2	1	2	12	1	0	1	19
A.8.2.2.1. Comments in favour of the function	1	0	1	0	1	0	0	3
A.8.2.2.3. Comments neither in favour or opposed to the function	1	1	1	12	0	0	1	16
A.8.2.2.3.1. Concerns on potential conflict of interest when HFA assumes both the advisory and advocacy roles and	1	1	1	7	0	0	0	10

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
management responsibilities								
A.8.2.2.3.2. The advisory and advocacy function should include road and pavement design and other issues related to connectivity	0	0	0	4	0	0	0	4
A.8.2.2.3.3. HFA should collaborate with other stakeholders in solving the screening effect alongside the harbourfront	0	0	0	0	0	0	1	1
A.8.2.2.3.4. HFA should ensure effective communication and coordination when performing its advisory and advocacy function	0	0	0	1	0	0	0	1
A.8.2.3. To comment on private and public plans and projects on Victoria Harbourfront (digest p27)	0	0	1	0	0	0	0	1
A.8.2.3.3. Comments neither in favour or opposed to the function	0	0	1	0	0	0	0	1
A.8.2.3.3.1. Concerns on whether HFA will be able to offer professional advice to the District Councils and persuade them to support its development plans	0	0	1	0	0	0	0	1
A.8.2.4. To promoting wider application of Harbour Planning Principles and Harbour Planning Guidelines, and to update them as necessary (digest p27)	0	0	0	1	0	0	0	1
A.8.2.4.1. Comments in favour of the function	0	0	0	1	0	0	0	1
A.8.2.5. To facilitate and foster public-private partnership in the development, management and maintenance of the harbourfront (including engagement of community, social enterprises and non-governmental organisations) (digest p27)	0	1	3	8	1	0	1	14
A.8.2.5.1. Comments in favour of the function	0	1	0	5	0	0	1	7
A.8.2.5.3. Comments neither in favour or opposed to the function	0	0	3	3	1	0	0	7
A.8.2.5.3.1. Concerns on whether HFA has	0	0	2	2	0	0	0	4

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
any substantial planning to facilitate public-private partnership								
A.8.2.5.3.2. Concerns on whether public-private partnership will lead to over-commercialisation	0	0	0	0	1	0	0	1
A.8.2.5.3.3. The public-private partnership between HFA and private sector should be similar to the current one between the government and MTRC	0	0	1	0	0	0	0	1
A.8.2.5.3.4. Comments on the feasibility of implementing PPP in Hong Kong	0	0	0	1	0	0	0	1
A.8.2.6. To promote, organise or sponsor recreational or leisure activities that enhance the brand or image of the Victoria Harbour and the harbourfront (digest p27)	0	0	0	0	0	0	1	1
A.8.2.6.1. Comments in favour of the function	0	0	0	0	0	0	1	1
A.8.3. The geographical remit for performing HC's existing advisory role (digest p13)	2	3	6	6	2	1	0	20
A.8.3.1. Comments in favour of the proposed remit	1	0	0	1	0	0	0	2
A.8.3.2. Comments opposed to the proposed remit	1	0	4	3	1	0	0	9
A.8.3.2.1. The proposed remit should be extended	1	0	4	3	1	0	0	9
A.8.3.2.1.1. The remit should be extended to the waterbody	1	0	3	2	1	0	0	7
A.8.3.2.1.2. The remit should be extended beyond the current boundaries	0	0	0	1	0	0	0	1
A.8.3.2.1.3. The remit should be include Olympic Station	0	0	1	0	0	0	0	1
A.8.3.3. Comments neither in favour or opposed to the proposed remit	0	3	2	2	1	1	0	9
A.8.3.3.1. Government should clearly set out the remit of HFA	0	1	0	0	0	1	0	2
A.8.3.3.2. Concerns on whether waterfronts	0	1	1	0	0	0	0	2

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
outside Victoria Harbour will be within the remit of HFA								
A.8.3.3.3. All land 50 metres from the coastline should be within the remit of HFA	0	0	0	0	1	0	0	1
A.8.3.3.4. There should be flexibility when deciding the remit of HFA	0	0	0	1	0	0	0	1
A.8.3.3.5. The remit of HFA is set arbitrarily and without clear criteria	0	0	0	1	0	0	0	1
A.8.3.3.6. Concerns on whether roads near the harbourfront are within the remit of HFA	0	0	1	0	0	0	0	1
A.8.3.3.7. Concerns on whether the harbourfront facilities which are currently managed by the Government will be within the remit of HFA	0	1	0	0	0	0	0	1
A.8.4. Other comments or concerns on advisory and advocacy function	0	0	2	0	1	0	0	3
A.8.4.1. Concerns on whether HFA would have bias when playing its advocacy and advisory role	0	0	0	0	1	0	0	1
A.8.4.2. General concerns on how HFA will exercise its advocacy and advisory function	0	0	1	0	0	0	0	1
A.8.4.3. Concerns on whether HFA would advocate for the building of a cross-harbour pedestrian tunnel	0	0	1	0	0	0	0	1

Of the 79 comments about advisory and advocacy function of the HFA, 48 were about the proposed advisory and advocacy functions and 20 about the proposed geographical remit.

Of the 48 comments about the proposed advisory and advocacy functions, 12 were about advising the government about holistic and strategic development of the harbourfront (all in favour) ("The HA should be able to give directions to government bodies"), 19 were about playing an advocacy role with stakeholders and district councils, including 10 comments about the potential conflict of interest between advocacy and management roles ("There may exist the potential for conflict of interest when the Authority assumes the

advisory and advocacy roles for competing new developments in the neighbourhood of its properties, so protocol should be established in advance in case such situations arise”) and 14 comments about facilitating public-private partnership (“HFA should take an active role in facilitating and enhancing collaboration and partnership with the private sector and NGOs”).

Of the 20 comments about the geographical remit, 2 were in favour, 9 opposed and 9 neither in favour or opposed (“HFA should have the right to extend their jurisdiction to the water as well”).

### 3.10 Executive function and the HFA

Table 3.9 shows the breakdown of the 49 comments about executive function and the HFA by channel.

Table 3.9: Comments on Executive function and HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.9. Executive function	3	10	8	17	6	0	5	49
A.9.1. Executive functions proposed in consultation digest	0	3	6	10	3	0	0	22
A.9.1.1. Plan, design, construct, operate and manage the allocated sites in accordance with the land use and other requirements of conditions specified in the statutory plans under the Town Planning Ordinance (Cap. 131) (Q9a)	0	1	2	3	1	0	0	7
A.9.1.1.1. Comments in favour of the function	0	0	1	3	1	0	0	5
A.9.1.1.3. Comments neither in favour or opposed to the function	0	1	1	0	0	0	0	2
A.9.1.1.3.1. Concerns on whether the duties of HFA would overlap with Town Planning Board (TPB)	0	1	1	0	0	0	0	2
A.9.1.2. Conduct project-level planning and prepare plans, where appropriate for approval by TPB (Q9b)	0	0	1	1	0	0	0	2
A.9.1.2.1. Comments in favour of the function	0	0	1	1	0	0	0	2

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.9.1.3. Design, construct, operate, and manage the harbourfront related facilities (including retail or dining or entertainment facilities) and other ancillary facilities at the designated sites on its own or with other parties (Q9c)	0	1	3	4	1	0	0	9
A.9.1.3.1. Comments in favour of the function	0	1	1	3	0	0	0	5
A.9.1.3.3. Comments neither in favour or opposed to the function	0	0	2	1	1	0	0	4
A.9.1.3.3.1. Concerns on whether the Building Ordinance is applicable to HFA	0	0	2	0	0	0	0	2
A.9.1.3.3.2. Landscape professionals should be employed for the design and planning of the harbourfronts	0	0	0	1	0	0	0	1
A.9.1.3.3.3. The design, construction and management of the facilities should be out-sourced to world-class private firms	0	0	0	0	1	0	0	1
A.9.1.4. Initiate and oversee relevant broad-based PE exercises, topical planning studies, social impact assessments and other research and studies related to the development of the allocated sites (Q9d)	0	1	0	1	1	0	0	3
A.9.1.4.1. Comments in favour of the function	0	1	0	1	1	0	0	3
A.9.1.6. Foster temporary, quick-win or other harbourfront enhancement projects (Q9f)	0	0	0	1	0	0	0	1
A.9.1.6.1. Comments in favour of the function	0	0	0	1	0	0	0	1
A.9.2. The number of sites allocated for HFA to perform executive role to develop and manage projects	0	1	0	3	2	0	0	6
A.9.2.1. Comments in favour of the number of sites allocated	0	0	0	1	0	0	0	1
A.9.2.2. Comments opposed to the number of sites allocated	0	1	0	2	2	0	0	5

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.9.2.2.1. The number of sites which HFA have an executive role should be increased	0	1	0	2	2	0	0	5
A.9.3. Other comments or concerns on executive function	3	6	2	4	1	0	5	21
A.9.3.1. Site Management Policy	3	5	2	4	1	0	3	18
A.9.3.1.1. HFA should release the current restrictions for recreational activities at the harbourfronts	1	4	2	0	1	0	2	10
A.9.3.1.2. HFA should release the current restrictions for food premises	0	1	0	4	0	0	0	5
A.9.3.1.3. Freedom of speech and assembly should be protected at the harbourfronts	2	0	0	0	0	0	0	2
A.9.3.1.4. Protests and demonstrations should be banned at the harbourfronts	0	0	0	0	0	0	1	1
A.9.3.2. Concerns on whether the decision of HFA will be affected by politics and those with conflict of interest	0	0	0	0	0	0	2	2
A.9.3.3. The operations of HFA should be similar to EKEO	0	1	0	0	0	0	0	1

Of the 49 comments about the executive function, 22 were about the proposed function set out in the consultation digest (“It is encouraging that there is general support from the public and stakeholders for the establishment of a dedicated body to plan, design, construct, operate and manage harbourfront projects”) and 21 were about other executive function, including 18 comments which were about site management policy, of which 10 were about releasing the current restrictions for recreational activities (“there were limitations in parks that were currently managed by the LCSD, so he believed it would be better to put HFA in charge, for they would be more open regarding the use of the area”).

### 3.11 Executive team formation and the HFA

Table 3.10 shows the breakdown of the 30 comments about formation of the HFA executive team by channel.

Table 3.10: Comments on Formation of executive team of HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.10. Formation of executive team	3	10	1	11	5	0	0	30
A.10.1. Proposed formation of executive team in consultation digest	2	9	1	9	3	0	0	24
A.10.1.1. HFA to be supported by a dedicated multi-disciplinary government team during its initial years of establishment with suitable talents not readily available in the civil service be recruited by HFA (digest p29)	2	7	0	7	1	0	0	17
A.10.1.1.1. Comments in favour of the approach	0	2	0	5	0	0	0	7
A.10.1.1.2. Comments opposed to the approach	0	2	0	1	1	0	0	4
A.10.1.1.2.1. The HFA office should not recruit civil servants in their team	0	2	0	1	1	0	0	4
A.10.1.1.3. Comments neither in favour or opposed to the approach	2	3	0	1	0	0	0	6
A.10.1.1.3.1. Concerns on personnel and management issues of having both civil servants and non-civil service contract staff working in the same office	1	2	0	0	0	0	0	3
A.10.1.1.3.2. Concerns on the number of civil servants to be transferred to HFA	1	1	0	0	0	0	0	2
A.10.1.1.3.3. The majority of the staff of HFA should be recruited from outside of Government while having a number of experienced civil servants seconded to HFA during initial stage	0	0	0	1	0	0	0	1
A.10.1.2. The long-term aim is for the team be replaced by an independent office to serve HFA pending HFA's accumulation of adequate experience and track records on development and management of harbourfront sites (Q10)	0	2	1	2	2	0	0	7
A.10.1.2.1. Comments in favour of the approach	0	0	0	1	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.10.1.2.2. Comments opposed to the approach	0	0	0	0	1	0	0	1
A.10.1.2.2.1. HFA may turn into a private institute if it hires their own staff outside the government	0	0	0	0	1	0	0	1
A.10.1.2.3. Comments neither in favour or opposed to the approach	0	2	1	1	1	0	0	5
A.10.1.2.3.1. Concerns on the length of transition period to achieve the long-term aim	0	2	1	1	1	0	0	5
A.10.2. Other comments or concerns on formation of executive team	1	1	0	2	2	0	0	6
A.10.2.1. HFA should hire staff with professional knowledge or technical background	0	0	0	2	0	0	0	2
A.10.2.2. HFA should hire staffs with experience in commercial operation	0	0	0	0	1	0	0	1
A.10.2.3. Concerns on possible cronyism when hiring staff	0	0	0	0	1	0	0	1
A.10.2.4. Concerns on the actual number of staff to be employed by HFA	1	0	0	0	0	0	0	1
A.10.2.5. The obligations and resignation arrangements of senior staff should be stated clearly	0	1	0	0	0	0	0	1

Of the 30 comments about the formation of the executive team, 24 were about the proposed formation, including 17 comments which were about the proposal for HFA to be served by a dedicated multi-disciplinary government team with additional talents to be recruited outside the civil service (7 in favour, 4 opposed and 6 neither in favour or opposed) (“to enhance efficiency and cooperation with Government departments, the executive office of the HFA should initially be made up of experienced staff seconded from the Government”).

### 3.12 Role and Nature of the HFA

Table 3.11 shows the breakdown of the 11 comments about the role and

nature of the HFA by channel, with no major theme.

Table 3.11: Comments on Role and Nature of HFA by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.11. Role and Nature of HFA	1	3	0	5	2	0	0	11
A.11.1. HFA should be an organization or department under the Chief Secretary	0	0	0	5	1	0	0	6
A.11.2. Concerns on whether HFA will be statutory body	0	2	0	0	0	0	0	2
A.11.3. HFA should be a non-profit organization	1	0	0	0	0	0	0	1
A.11.4. Concerns on which government HFA will be under or partner with	0	1	0	0	0	0	0	1
A.11.5. HFA should be an organization under related policy making bureaux	0	0	0	0	1	0	0	1

### 3.13 Public Engagement Process

Table 3.12 shows the breakdown of the 95 comments about the public engagement process by channel.

Table 3.12: Comments on Public Engagement Process by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.12. Public Engagement Process	6	11	6	25	45	1	1	95
A.12.1. Briefing, Seminar and Public Forum	0	0	0	0	1	0	0	1
A.12.1.1. Insufficient information or materials	0	0	0	0	1	0	0	1
A.12.2. Website	0	0	0	0	1	0	0	1
A.12.2.1. Technical problems encountered when completing the online questionnaire	0	0	0	0	1	0	0	1
A.12.3. Promotion Approach	0	0	0	0	4	0	0	4
A.12.3.1. More promotion is needed	0	0	0	0	3	0	0	3
A.12.3.2. The promotion is not effective	0	0	0	0	1	0	0	1
A.12.4. Stakeholders who should be consulted in the PE	4	1	1	0	3	0	1	10
A.12.4.1. General public	2	0	0	0	2	0	1	5

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.12.4.2. District Councils	0	1	0	0	0	0	0	1
A.12.4.3. Sports communities	0	0	0	0	1	0	0	1
A.12.4.4. Foreigners living in Hong Kong	0	0	1	0	0	0	0	1
A.12.4.5. Maritime industry	1	0	0	0	0	0	0	1
A.12.4.6. Local communities at the harbourfront areas	1	0	0	0	0	0	0	1
A.12.5. Consultation Digest	1	9	5	25	11	1	0	52
A.12.5.1 Lack of Information	1	9	4	20	10	1	0	45
A.12.5.1.1. Lack of details in the legitimacy of extent of power of HFA	0	2	1	5	1	0	0	9
A.12.5.1.2. Lack of oversight of the harbour as a whole	0	0	0	6	0	0	0	6
A.12.5.1.3. Lack of details in how to facilitate public participation	0	0	1	4	0	0	0	5
A.12.5.1.4. Lack of details of the extent of power in land planning	0	2	0	0	1	1	0	4
A.12.5.1.5. Lack of details in advocacy and advisory functions	0	0	0	4	0	0	0	4
A.12.5.1.6. Lack of details in financial planning	0	2	1	0	0	0	0	3
A.12.5.1.7. Lack of details in the operation and management of HFA	0	1	0	0	2	0	0	3
A.12.5.1.8. Lack of details in how to achieve its vision	1	0	0	0	1	0	0	2
A.12.5.1.9. Lack of explanation in the objectives of establishing HFA	0	0	0	0	2	0	0	2
A.12.5.1.10. Lack of details in issues related to their districts	0	1	0	0	0	0	0	1
A.12.5.1.11. Lack of details in accountability	0	0	0	0	1	0	0	1
A.12.5.1.12. Lack of details in how HFA will operate under commercial principles	0	0	0	0	1	0	0	1
A.12.5.1.13. Lack of details in environmental protection issues	0	0	0	1	0	0	0	1
A.12.5.1.14. Lack of overseas examples	0	1	0	0	0	0	0	1
A.12.5.1.15. Lack of details in remit of HFA	0	0	1	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.12.5.1.16. Lack of details in composition of HFA Board	0	0	0	0	1	0	0	1
A.12.5.2. Biased towards commercial operations	0	0	0	5	0	0	0	5
A.12.5.3. The scope and content of consultation does not interest the general public	0	0	1	0	0	0	0	1
A.12.5.4. The wording used in consultation documents is not specific enough	0	0	0	0	1	0	0	1
A.12.6. Feedback Questionnaire	0	0	0	0	21	0	0	21
A.12.6.1. The questions in the questionnaire are leading	0	0	0	0	6	0	0	6
A.12.6.2. The questionnaire contains too many questions	0	0	0	0	6	0	0	6
A.12.6.3. Some of questions in the questionnaire are not easy to understand	0	0	0	0	4	0	0	4
A.12.6.4. The questionnaire is easy to understand	0	0	0	0	2	0	0	2
A.12.6.5. The questions in the questionnaire are repetitive	0	0	0	0	1	0	0	1
A.12.6.6. There should be an option of 'partly agree' in the multiple choice questions	0	0	0	0	1	0	0	1
A.12.6.7. Too many things were asked in a single question	0	0	0	0	1	0	0	1
A.12.7. Other comments or concerns on Public Engagement Process	1	1	0	0	4	0	0	6
A.12.7.1. The reasons to establish HFA should be explained during consultation	0	1	0	0	0	0	0	1
A.12.7.2. The consultation is not meaningful as the government already have plans on harbourfront development	0	0	0	0	1	0	0	1
A.12.7.3. The consultation should collect the opinions of the public from various channels	0	0	0	0	1	0	0	1
A.12.7.4. It will be difficult to reach consensus through public consultation	0	0	0	0	1	0	0	1
A.12.7.5. Concerns on how the government will	1	0	0	0	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
collect public opinions								
A.12.7.6. The Public Engagement Process should aim at improving the relationship between the public and the government	0	0	0	0	1	0	0	1

Of the 95 comments about the public engagement process, 52 were about the consultation digest, including 45 comments which were about lacking information (“The digest fails to address concerns such as a lack of oversight over the harbour as a whole”), 21 comments were about the feedback questionnaire (“It’s hard to get constructive suggestions with these guided questions”) and 10 about the stakeholders who should be consulted (“The consultation process of harbour front development should involve residents of other districts, as the harbour front was for all the people in Hong Kong”).

### 3.14 Definition of Victoria Harbourfront

Table 3.13 shows the breakdown of the 6 comments about the definition of the Victoria harbourfront by channel.

Table 3.13: Comments on Definition of Victoria Harbourfront by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.13. Definition of Victoria Harbourfront	0	0	0	5	0	0	1	6
A.13.1. Victoria Harbourfront as defined in Interpretation and General Clauses Ordinance (Cap. 1) (digest p13)	0	0	0	5	0	0	1	6
A.13.1.1. Comments in favour of the definition	0	0	0	5	0	0	1	6

### 3.15 Whether support establishment of the HFA

Table 3.14 shows the breakdown of the 111 comments about whether support the establishment of the HFA and reasons by channel.

Table 3.14: Comments on Whether support establishment of HFA by Channel

Node	Divided by Channels							Total
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	PF	PCP	E	WS	Q	M	IM	
A.14. Whether support the establishment of HFA and reasons	5	38	7	28	8	4	21	111
A.14.1. Whether support the establishment of HFA	4	27	4	17	5	2	13	72
A.14.1.1. Support	4	22	4	12	2	2	3	49
A.14.1.2. Not support	0	5	0	5	3	0	10	23
A.14.2. Reasons for supporting or not supporting the establishment of HFA	1	11	3	11	3	2	8	39
A.14.2.1. Reasons for supporting the establishment of HFA	1	6	3	6	0	2	1	19
A.14.2.1.1. Having a dedicated authorities to develop the harbourfronts in a holistic manner	0	2	0	5	0	2	0	9
A.14.2.1.2. The current HC lacks the authorization and execution power to achieve a better progress in enhancing the harbourfront	0	1	2	0	0	0	0	3
A.14.2.1.3. Hong Kong is behind other cities in harbourfront development	1	1	0	0	0	0	1	3
A.14.2.1.4. It gives more flexibility in management of the harbourfront	0	1	1	0	0	0	0	2
A.14.2.1.5. The establishment of HFA helps to transform Hong Kong into a world-class harbour city	0	0	0	1	0	0	0	1
A.14.2.1.6. An enhanced harbourfront can improve tourism	0	1	0	0	0	0	0	1
A.14.2.2. Reasons for not supporting the establishment of HFA	0	5	0	5	3	0	7	20
A.14.2.2.1. The objectives of HFA can be achieved by a well-funded office under Chief Secretary	0	0	0	5	0	0	0	5
A.14.2.2.2. The objectives of HFA can be achieved by existing government departments	0	4	0	0	0	0	0	4
A.14.2.2.3. The establishment of HFA involves additional expenses and put a strain on our finance	0	0	0	0	1	0	3	4

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.14.2.2.4. The current development at harbourfronts is good enough	0	0	0	0	1	0	0	1
A.14.2.2.5. The function of HFA overlap with existing Government departments	0	0	0	0	0	0	1	1
A.14.2.2.6. There will be too many commercial activities at the harbourfronts under HFA's management	0	0	0	0	0	0	1	1
A.14.2.2.7. HFA is another layer of red tape or bureaucracy	0	0	0	0	0	0	1	1
A.14.2.2.8. The establishment of HFA involves transfer of benefits to the Board members or private sector	0	0	0	0	1	0	0	1
A.14.2.2.9. HFA will not be able to balance the interests of different parties	0	1	0	0	0	0	0	1
A.14.2.2.10. Modifying the regulations and allowing cycling at harbourfront park are good enough	0	0	0	0	0	0	1	1

Of the 111 comments about whether the establishment of the HFA should be supported and the reasons, there were 72 comments about whether the establishment of HFA should be supported, of which, 49 comments were in support and 23 comments were not in support., 19 comments gave reasons to support (“pleased to see the progress made regarding the proposed establishment of a Harbourfront Authority (“HFA”) to oversee future harbourfront planning and development in a holistic and innovative manner and flexible management approach”) and 20 comments gave reasons not to support (“why not simply create a well-funded works office under the Chief Secretary to implement projects identified by the existing HC and district councils?”).

### 3.16 Other expectations for future harbourfront

Table 3.15 shows the breakdown of the 252 comments about other expectations for the future harbourfront by channel.

Table 3.15: Comments on other expectations on future harbourfront by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.15. Other expectations on future harbourfront	14	24	34	78	64	8	30	252
A.15.1. Urban Planning and Design	2	8	9	31	16	3	0	69
A.15.1.1. There should be plan to link up the harbourfront	2	4	3	2	1	1	0	13
A.15.1.2. There should be a comprehensive master plan for harbourfront development and re-allocation of existing premises and facilities	0	0	1	8	2	1	0	12
A.15.1.3. There should be harbourfront enhancement plans for each district	0	0	1	5	1	0	0	7
A.15.1.4. There should be plans to develop waterfronts outside Victoria Harbour	0	0	0	5	1	0	0	6
A.15.1.5. There should be good planning for the harbourfronts	0	0	2	1	2	0	0	5
A.15.1.6. There should be a master plan to identify all the potential harbourfront sites which can be allocated to HFA	0	1	0	4	0	0	0	5
A.15.1.7. There should be more public space for leisure activities at the harbourfront	0	0	0	0	4	0	0	4
A.15.1.8. The planning of harbourfront should show characters of different districts at the harbourfront	0	1	0	1	2	0	0	4
A.15.1.9. There should be a mechanism for the Government to resume the land sites allocated to HFA if needed	0	1	0	0	0	1	0	2
A.15.1.10. There should be an appeal mechanism to review HFA development projects	0	1	0	1	0	0	0	2
A.15.1.11. There should be guidelines and rule to ensure that the urban planning and design is good and visionary	0	0	0	2	0	0	0	2
A.15.1.12. There should be conceptual drawing before a development plan can be evaluated	0	0	1	0	0	0	0	1
A.15.1.13. The harbourfront should not be over-developed	0	0	0	0	1	0	0	1
A.15.1.14. Innovation and originality in urban	0	0	0	1	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
design should be encouraged through tendering process, competitions and workshop etc.								
A.15.1.15. There should be less tall and big buildings at the harbourfronts	0	0	0	0	1	0	0	1
A.15.1.16. There should be a comprehensive zoning plan for each of the allocated sites	0	0	0	1	0	0	0	1
A.15.1.17. The planning at harbourfronts should meet the society's needs	0	0	1	0	0	0	0	1
A.15.1.18. The public utilities involving the use of water bodies use should have the priority to occupy the harbourfront	0	0	0	0	1	0	0	1
A.15.2. Suggested new facilities at the harbourfront	3	1	8	3	20	1	19	55
A.15.2.1. Land sports facilities	2	1	3	3	16	1	4	30
A.15.2.1.1. Cycling facilities	2	1	2	2	4	0	4	15
A.15.2.1.2. Roller skating facilities	0	0	0	1	5	0	0	6
A.15.2.1.3. Facilities for riding skateboards or scooters	0	0	0	0	4	0	0	4
A.15.2.1.4. Walking, jogging or running facilities	0	0	1	0	2	1	0	4
A.15.2.1.5. Playground	0	0	0	0	1	0	0	1
A.15.2.2. Water sports and transportation	0	0	4	0	3	0	3	10
A.15.2.2.1. Marina	0	0	0	0	1	0	3	4
A.15.2.2.2. Water-sports facilities	0	0	2	0	2	0	0	4
A.15.2.2.3. Piers	0	0	2	0	0	0	0	2
A.15.2.3. Commercial facilities	0	0	1	0	0	0	7	8
A.15.2.3.1. Catering facilities	0	0	0	0	0	0	4	4
A.15.2.3.2. Small shops	0	0	0	0	0	0	3	3
A.15.2.3.3. Entertainment facilities	0	0	1	0	0	0	0	1
A.15.2.4. Pet park	1	0	0	0	1	0	1	3
A.15.2.5. Information centres and management office	0	0	0	0	0	0	2	2
A.15.2.6. Washroom	0	0	0	0	0	0	2	2
A.15.3. Environmental issues	2	6	2	19	12	0	2	43
A.15.3.1. Concerns on whether HFA would	0	4	1	2	2	0	0	9

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
help to improve water quality at the harbourfront areas								
A.15.3.2. Concerns on whether HFA would help to reduce road traffic or air pollution by encouraging use of pedestrians, cycling or water transportation	0	0	0	4	3	0	0	7
A.15.3.3. Concerns on whether the facilities used in the harbourfront should be powered by green energy	0	0	0	2	3	0	0	5
A.15.3.4. Concerns on whether HFA would help to improve air quality at the harbourfront areas	1	1	0	1	1	0	0	4
A.15.3.5. Concerns on whether the environmental sustainability can be achieved	0	0	0	1	2	0	0	3
A.15.3.6. There should be more green areas at harbourfronts	1	0	0	1	0	0	1	3
A.15.3.7. Concerns on whether environmental assessment will be carried out at harbourfronts	0	0	0	3	0	0	0	3
A.15.3.8. Concerns on whether the building materials and construction methods are environmentally friendly	0	0	0	1	1	0	0	2
A.15.3.9. Concerns on whether there will be proper recycling and waste collection points at harbourfront	0	0	0	1	0	0	1	2
A.15.3.10. Concerns on whether HFA will help to solve the environmental issues surrounding harbourfront areas	0	1	0	1	0	0	0	2
A.15.3.11. Concerns on whether HFA will set up an environmental Key Performance Indicators (KPI)	0	0	1	0	0	0	0	1
A.15.3.12. Concerns on whether temporary facilities will create excessive use resources and waste	0	0	0	1	0	0	0	1
A.15.3.13. Concerns on whether proposed water transport will use green and renewable	0	0	0	1	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
energy								
A.15.4. Strategy of harbourfront development	0	4	5	11	8	2	1	31
A.15.4.1. HFA should learn from overseas experience in harbourfront development	0	1	2	4	1	1	1	10
A.15.4.2. HFA should balance the needs of tourism development and recreational life of local residents	0	0	0	0	5	0	0	5
A.15.4.3. HFA should have long-term vision and strategy	0	0	0	2	2	0	0	4
A.15.4.4. HFA should try other strategies before acquiring land and develop the harbourfronts by themselves	0	0	0	4	0	0	0	4
A.15.4.5. HFA should adopt a strategy to increase human flow at the harbourfronts	0	0	1	0	0	1	0	2
A.15.4.6. HC should continue to enhance the harbourfronts before the establishment of HFA	0	2	0	0	0	0	0	2
A.15.4.7. HFA should have a strategy to enhance social interactions at harbourfronts	0	0	1	0	0	0	0	1
A.15.4.8. HFA should have a unique place-making strategy	0	0	0	1	0	0	0	1
A.15.4.9. HFA should adopt a people-oriented strategy	0	1	0	0	0	0	0	1
A.15.4.10. HFA should have short-term goals or projects	0	0	1	0	0	0	0	1
A.15.5. Connectivity	1	3	4	8	3	1	2	22
A.15.5.1. Concerns on whether the connectivity at the harbourfront areas can be improved	1	2	2	2	0	1	1	9
A.15.5.2. Concerns on whether HFA will encourage water transportation connecting the harbourfront	0	0	2	2	3	0	1	8
A.15.5.3. Concerns on whether water transport will be made preferable to land transport	0	1	0	1	0	0	0	2
A.15.5.4. Concerns on potential impediment (e.g. cycling, dog walking) to the pedestrian	0	0	0	1	0	0	0	1

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
comfort and ease of access								
A.15.5.5. Concerns on whether proposed water transport will allow passage of bicycles and pets	0	0	0	1	0	0	0	1
A.15.5.6. Concerns on whether proposed water transport will utilise existing infrastructure	0	0	0	1	0	0	0	1
A.15.6. Reclamation and Protection of Harbour Ordinance	0	0	3	4	0	0	1	8
A.15.6.1. The PHO should be reviewed to enable improvements at harbourfronts	0	0	2	2	0	0	0	4
A.15.6.2. HFA should avoid reclamation at the harbour in future	0	0	1	0	0	0	1	2
A.15.6.3. HFA should ensure compliance of the PHO Ordinance	0	0	0	2	0	0	0	2
A.15.7. Target users of harbourfront	0	0	0	1	3	1	2	7
A.15.7.1. Pets should be allowed to enter harbourfronts	0	0	0	0	2	0	0	2
A.15.7.2. There should have provide facilities for the poor at harbourfronts	0	0	0	0	1	0	0	1
A.15.7.3. Pets should be restricted from entering the harbourfronts	0	0	0	1	0	0	0	1
A.15.7.4. Tourists should be restricted from bringing their luggage to the harbourfronts	0	0	0	0	0	1	0	1
A.15.7.5. HK residents should be given the priority of using the harbourfronts	0	0	0	0	0	0	1	1
A.15.7.6. There should be facilities for people who want to enjoy night life	0	0	0	0	0	0	1	1
A.15.8. Timetable for harbourfront development	2	1	2	0	1	0	0	6
A.15.8.1. Concerns on whether there is a time table for establishing HFA	1	1	2	0	0	0	0	4
A.15.8.2. Harbourfront development should speed up	1	0	0	0	1	0	0	2
A.15.9. Safety issues	2	0	1	0	0	0	2	5
A.15.9.1. Concerns on whether HFA will enhance the safety measures at the	1	0	1	0	0	0	2	4

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
harbourfronts								
A.15.9.2. Concerns on the possible land subsidence issues at the harbourfront	1	0	0	0	0	0	0	1
A.15.10. Cultural and Arts development	0	1	0	1	1	0	1	4
A.15.10.1. HFA should help to cultivate arts and cultural life in Hong Kong	0	1	0	1	1	0	0	3
A.15.10.2. HFA should conserve heritage at the harbourfront	0	0	0	0	0	0	1	1
A.15.11. Maritime industry development	2	0	0	0	0	0	0	2
A.15.11.1. Concerns on how the establishment of HFA would facilitate maritime industry development	2	0	0	0	0	0	0	2

Of the 252 comments about other expectations for the future harbourfront, 69 were about urban planning and design, including 13 comments about linking up of the harbourfront (“supported connecting the 73-km harbourfront”) and 12 comments about the preparation of a master plan (should be a strategy to justify the location of water-dependent land uses – pumping stations, sewage plants, waste transfer stations, container and oil terminals, cargo working areas, fuel and water supply stations, police, customs, marine department and fire stations”), 55 comments about new facilities to be provided (including 30 about land sports facilities (“should be a couple of skateboard parks as well”) and 15 about cycling facilities (“requested a bike lane along the harbour front”)), 43 comments on environmental issues (“Water quality and environmental protection should also be high on HFA’s agenda”), 31 comments about referring to experiences elsewhere (including 10 comments about learning from overseas (“urged the Administration to make reference to these overseas experiences when pursuing the establishment of an HFA”)) and 22 comments on connectivity (“HFA needs to first study on how to make it easier for tourists and citizens to access the harbourfronts”).

### 3.17 Other miscellaneous opinions

Table 3.16 shows the breakdown of the 27 comments that expressed miscellaneous opinions, of which 12 comments were complaints about existing

arrangements (“Hong Kong has a rare geographical asset; its Harbor Fronts in Hong Kong Island and Kowloon, which has been completely wasted by extremely poor and illogical planning over the past decades”) and 11 comments which could not be categorized.

Table 3.16: Comments on Other Miscellaneous opinions by Channel

Node	Divided by Channels							Total
	PF	PCP	E	WS	Q	M	IM	
A.16. Other Miscellaneous opinions or concerns	6	3	4	1	7	2	4	27
A.16.1. Complaints on the existing facilities or management at harbourfront	4	1	3	0	2	1	1	12
A.16.2. Opinions on general policy of planning and development	0	0	0	0	1	1	1	3
A.16.2.1. The city should NOT work on useless development projects	0	0	0	0	1	1	0	2
A.16.2.2. The Government is indecisive in planning and development	0	0	0	0	0	0	1	1
A.16.3. General positive comments	0	0	0	1	0	0	0	1
A.16.4. Any other opinions or concerns (which cannot be categorised)	2	2	1	0	4	0	2	11
A.16.3.1. Unintelligent comments	0	0	0	0	4	0	2	6
A.16.3.2. Description of respondent's own past experience in dealing harbourfront issues	1	1	1	0	0	0	0	3
A.16.3.3. Asking the progress of the current harbourfront development instead of giving opinions on establishment of HFA or expressing expectation on future harbourfronts	1	1	0	0	0	0	0	2

### 3.18 Conclusion for qualitative analysis

#### Objectives of the HFA:

Of the 168 comments about the objectives proposed in the consultation digest, 23 were about the protection of the Victoria harbourfront (of which 22 were in favour), 34 were about the sustainable harbourfront (of which 33 were in favour), 10 were about a balanced working harbor and public space (all in favour) and 24 comments were about partnership and collaboration (all in favour). Of the 36 comments about balancing economic, social and

environmental outcomes, 14 were in favour, 11 were opposed and 11 were neither in favour or opposed to the objectives proposed (e.g. concerns on over-commercialisation at the harbourfront, how the economic benefits will be evaluated and whether implanting commercial factors can bring vibrancy). There were 26 comments about public engagement (all in favour) and 15 about innovative design and flexible management (all in favour). Of the 42 comments about other objectives, 34 were about other objectives that HFA should target, including 13 about holistic management and 12 about avoiding red-tape.

#### **Composition of HFA Board & Committees:**

Of the 64 comments about the proposed board composition, 11 were about the inclusion of District Council members (9 in favour and 1 opposed). Of the 12 comments about the committees, all were about inclusion of non-Board members in the committees. Of the 76 comments about other ideas for the board composition, 57 were about who else should be appointed to the Board, including 16 about the inclusion of various sectors and 13 about the inclusion of local representatives from harbourfront districts.

#### **Governance and Management of HFA:**

Of the 49 comments about governance and management of the HFA, 41 were about the power and authority of the HFA, including 11 about the need for sufficient power to negotiate with government departments and 11 about responsibilities not overlapping with government departments.

#### **Public accountability of HFA:**

Of the 87 comments about public accountability of the HFA, 38 were about the proposed accountability measures and 49 on other aspects of public accountability. Of the 38 comments about the proposed measures, 11 were about consulting the public on matters relating to the development and management of the harbourfront facilities (10 in favour). Of the 49 comments on other aspects, 13 were about HFA should not become a white elephant and 13 were about being accountable to the public through transparency.

#### **Financial Arrangements of HFA:**

Of the 143 comments about financial arrangements, 114 were about the proposed arrangements and 29 on other aspects. Of the 114 comments about the proposed arrangements, 27 were about the proposal for HFA to draw

funds from a dedicated fund when its project is ready for implementation (12 in favour and 15 neither in favour or opposed) and 71 were about HFA should achieve long-term financial sustainability through maintaining a balanced portfolio of projects (14 in favour, 30 opposed (including 28 concerns about over-commercialization if HFA has to achieve financial sustainability) and 27 neither in favour or opposed (including 21 concerns about financial sustainability))

#### **Land and the HFA:**

Of the 28 comments about the proposal, 16 were about the proposed phased approach in land allocation (12 in favour and 3 opposed) and 12 about allocated sites not being privatized (4 in favour and 8 neither in favour or opposed). Of the 27 comments about other land matters, 10 were about the site allocation criteria.

Site allocation to the HFA:

Of the 77 comments about the specific sites allocated, 32 were about the sites proposed in the Consultation Digest and 45 about other possible sites.

#### **Advisory and advocacy function and HFA:**

Of the 48 comments about the proposed advisory and advocacy functions, 12 were about advising the government on the holistic and strategic development of the harbourfront and its associated water-land interface (all in favour), 19 were about playing an advocacy role in the envisioning, development and operation etc. of the harbourfront areas and facilities with stakeholders and district councils, including 10 expressing concern about the conflict of interest between advocacy and management, and 14 were about facilitating public-private partnership in the development, management and maintenance of the harbourfront.

#### **Geographical remit of the HFA:**

Of the 20 comments about the geographical remit of HFA, 2 were in favour of the proposed remit, 9 opposed and 9 neither in favour or opposed (“HFA should have the right to extend their jurisdiction to the water as well”)

#### **Executive Function and the HFA**

Of the 49 comments about executive function and the HFA, 22 were about the function proposed in the Consultation Digest and 21 were about other comments on executive function, including 18 about site management policy of which 10 were about releasing the current restrictions for recreational activities.

**Executive team formation and HFA:**

Of the 30 comments about the formation of the executive team, 24 were about the proposal in the consultation digest, including 17 about the dedicated multi-disciplinary government team with additional talents being recruited outside the civil service (7 in favour, 4 opposed and 6 neither in favour or opposed).

**Role and Nature of HFA:**

There were 11 comments about the role and nature of the HFA, with no major theme.

**Public Engagement Process:**

Of the 95 comments about the public engagement process, 52 were about the consultation documents, including 45 about the lack of information, 21 about the feedback questionnaire and 10 about which stakeholders should be consulted in the PE exercise.

**Whether support establishment of HFA:**

Of the 111 comments about whether the establishment of the HFA should be supported and the reasons, there were 72 comments about whether the establishment of HFA should be supported, of which, 49 comments were in support and 23 comments were not in support, 19 comments gave reasons to support and 20 comments gave reasons not to support.

**Other expectations for future harbourfront:**

Of the 252 comments about other expectations for the future harbourfront, 69 comments were about urban planning and design (including 13 that suggested there should be plan to link up the harbourfront and 12 about the preparation of a master plan for harbourfront development and re-allocation of existing facilities), 55 comments suggested new facilities to be provided at the harbourfront (including 15 about cycling facilities), 43 comments were about environmental issues, 31 about strategy of harbourfront development

(including 10 about learning from overseas experience) and 22 comments about connectivity.

**Other miscellaneous opinions:**

Of the 27 comments expressing miscellaneous opinions, 12 were complaints about existing arrangements.

## **Chapter 4: Overall summary for qualitative and quantitative analysis**

For objectives of the HFA, there was strong support for 5 out of the 6 objectives proposed in the consultation digest with the specific exception of balancing economic, social and environmental outcomes, where there were mixed views in the qualitative comments. The public also suggested other objectives that the HFA should target, which included holistic management and avoidance of red-tape. For the proposed board composition, the public provided other ideas, such as the inclusion of members from relevant sectors and the local harbourfront community.

For governance and management functions of the HFA, there were views that the HFA needs sufficient power in order to negotiate with government departments and that its responsibilities should not overlap with government departments. For public accountability of the HFA, there were concerns that HFA should not become a white elephant and should be accountable to the public through a high level of transparency. For the financial arrangements, there were mixed views about the proposal of setting up a dedicated fund and for HFA to draw from the fund when harbourfront project is ready. There were also different views towards the proposal for the HFA to achieve long-term financial sustainability through maintaining a balanced portfolio of projects as well as concern over commercialization. For the proposal about land allocation, there were opinions about the site allocation criteria and that allocated sites cannot be privatized. There were many suggestions about other possible sites for allocation to the HFA as well.

On advisory and advocacy functions, there were concerns expressed about the potential conflict of interest between its advisory and advocacy functions and between its functions to manage harbourfront sites and facilities and, and its role to facilitate public-private partnership. There were comments about site management policy and releasing the current restrictions for recreational activities. There were mixed views about the geographical remit for the HFA to perform its advisory role.

On executive function, there were views that HFA should relax the current

restrictions over recreational activities in harbourfront sites. There were mixed views about the proposed establishment of a dedicated multi-disciplinary government team with additional talents being recruited outside the civil service to serve as the executive arm of the HFA during the initial years.

While the majority of comments supported the establishment of the HFA, there were also a notable number of comments not supporting this. Many comments on other expectations for the future harbourfront were also provided, including linking up of the harbourfront, preparation of a master plan, the provision of new facilities like land sports facilities and cycling facilities, etc.. There was dissatisfaction with the existing harbourfront management model.

There were opinions about the public consultation document lacking information, the feedback questionnaire and which stakeholders should be consulted.

In conclusion, while there was broad support for the proposals put forth in the Phase II PE indicating high expectations for the proposed HFA., there were significant concerns about over-commercialization and financial sustainability, about the conflict of interest between advocacy and management and about facilitating public-private partnership. However, there were many constructive suggestions in areas such as board composition, future coverage and facilities again indicating high expectations for the proposed HFA.

## **Annex A      List of public fora**

All concerns and views from 3 public fora (3 summaries) were included in the qualitative analysis.

**Table A   List of public fora**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	11 Oct 2014	1st Public Forum
2	08 Nov 2014	2nd Public Forum
3	13 Dec 2014	3rd Public Forum

## **Annex B      List of public consultative platforms**

All concerns and views from Development Panel on Legislative Council (1 summary) and District Councils (9 summaries) were collected and included in the qualitative analysis.

**Table B.1      List of public consultative platforms (Legislative Council)**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	25 Nov 2014	Panel on Development of Legislative Council meeting

**Table B.2      List of public consultative platforms (District Councils)**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	04 Nov 2014	Sham Shui Po District Council (Community Affairs Committee)
2	11 Nov 2014	Tsuen Wan District Council (Community Building, Planning and Development Committee)
3	11 Nov 2014	Wan Chai District Council
4	13 Nov 2014	Central and Western District Council (Culture, Leisure & Social Affairs Committee)
5	13 Nov 2014	Kwai Tsing District Council
6	20 Nov 2014	Kwun Tong District Council (District Facilities Management Committee)
7	20 Nov 2014	Kowloon City District Council (Housing and Infrastructure Committee)
8	11 Dec 2014	Yau Tsim Mong District Council
9	18 Dec 2014	Eastern District Council (Planning, Works and Housing Committee)

## **Annex C      List of events**

All concerns and views from 6 events conducted with stakeholders were collected and included in the qualitative analysis. The 6 summaries included 5 events that SSRC was invited to attend for recording and note taking and 1 event that SSRC did not attend due to the problem of dress code and recordings or meeting notes were provided for summarize the views.

**Table C.1      List of events attended by SSRC**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	07 Nov 2014	Briefing for Chamber of Commerce
2	07 Nov 2014	Briefing for Professional Bodies Session
3	26 Nov 2014	Briefing for Chambers of Commerce and Professional Bodies
4	18 Dec 2014	Briefing for Hong Kong General Chamber of Commerce
5	18 Dec 2014	Briefing for Royal Institution of Chartered Surveyors and The Hong Kong Institute of Surveyors

**Table C.2      List of event not attended by SSRC**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	02 Dec 2014	Briefing for The British Chamber of Commerce in Hong Kong

## Annex D List of written submission

30 written submissions including either by soft or hard copies with or without an organization or company letterhead were included in the qualitative analysis.

**Table D.1 List of written submission**

Item	Name of individuals / organization/ company
D01	Dfsad Dfsa
D02	Betty Lam
D03	Roy Ying, Royal Institution of Chartered Surveyors
D04	Paul Zimmerman, Designing Hong Kong Swire Properties
D05	ITE Engineering Limited
D06	Trevor G Cooper
D07	Sarah Ann Dellow, Daramatic Difference
D08	Jim Seymour
D09	Henning Voss, World Courier
D10	Calvin So
D11	Janet Spence
D12	Clear Air Network 健康空氣行動
D13	Society for Protection of the Harbour 保護海港協會
D14	Swire Properties
D15	Paul Zimmerman, Designing Hong Kong
D16	The Business and Professionals Federation of Hong Kong 香港工商業聯會
D17	Kowloon West New Dynamic 西九新動力
D18	Dr Ng ka-chui, Isaac, FCILT, MCIH
D19	Louise Loong, The Real Estate Developers Association of Hong Kong 香港地產建設商會
D20	Chris Knop , Sustainable Development Committee, The Australian Chamber of Commerce in Hong Kong and Macau
D21	Shirley Yuen, The Hong Kong General Chamber of Commerce 香港總商會
D22	Lee Wing Ming
D23	The Law Society of Hong Kong 香港律師會
D24	Business Environment Council 商界環保協會
D25	Public Affairs Committee, Hong Kong Institute of Urban Design
D26	Ir Victor Cheung Chi Kong, Hong Kong Institution of Engineers 香港工程師學會
D27	Raymond Chow, HongKong Land

Item	Name of individuals / organization/ company
D28	Lucy Chow
D29	Tak Wong, Hong Kong Institute of Landscape Architects 香港園境師學會
D30	Peter Cookson Smith, Project Chambers

## **Annex E      List of media**

A total of 40 articles from 12 newspapers were included as printed media in the qualitative analysis.

**Table E.1      List of printed media**

<b>Item</b>	<b>Name of the printed media</b>	<b>Total</b>
1	Apple Daliy (蘋果日報)	2
2	Hong Kong Commercial Daily (香港商報)	1
3	Hong Kong Economic Journal (信報財經新聞)	5
4	Hong Kong Economic Times (香港經濟日報)	1
5	Ming Pao Daily News (明報)	2
6	Oriental Daily News (東方日報)	5
7	Sing Tao Daily (星島日報)	10
8	South China Morning Post (南華早報)	4
9	Tai Kung Pao (大公報)	1
10	The Standard (英文虎報)	2
11	The Sun (太陽報)	5
12	Wen Wei Pao (文匯報)	2
	<b>Total</b>	<b>40</b>

## Annex F List of online media

A total of 5 posts including 5 posts from Public Affairs Forum, were included as government web forums in the qualitative analysis.

**Table F.1 List of government forums**

Item	Name of the sources	No. of posts
1	Public Affairs Forum	5

A total of 14 topics (including 7 topics from online discussion forum, 2 topics from blog, 3 topics from Facebook webpage and 2 topics from online webpage) were included as non-government web forums in the qualitative analysis.

**Table F.2 List of non-government web forums (Online Discussion Forum)**

Item	Date	Sources	Topics
1	15 Oct 2014	UWANTS	港府成立「海濱管理局」，同意或反對？
2	26 Oct 2014	HK DISCUSS 香港討論區	海濱長廊要有管理
3	07 Nov 2014	Geoexpat	Harbourfront Consultation - DesigningHK / Paul Zimmerman Email
4	16 Nov 2014	貓貓論壇	擬成立管理局發展海陸活動中環海濱 或准放風箏踩單車
5	16 Nov 2014	香港社會現象區	擬成立管理局發展海陸活動中環海濱 或准放風箏踩單車
6	16 Nov 2014	香港社會現象區 (蘋果日報)	料需政府注資百億元
7	03 Dec 2014	HK GOLDEN 香港高登	【做個盡責公民】擬議成立海濱管理局 - 第二階段公眾參

**Table F.3 List of non-government web forums (Blog)**

Item	Date	Sources	Topics
1	26 Sept 2014	Hong Kong Economic Journal (信報財經新聞)	海濱局搞活維港 要錢要地商業化營運
2	11 Nov 2014	獨立媒體(香港)	要就要對的海濱管理局否則唔要罷就

**Table F.4 List of non-government web forums (Facebook)**

Item	Date	Sources	Topic
1	12 Oct 2014	Facebook	【市民憂海濱局淪大白象工程】
2	16 Nov 2014	Facebook	【擬成立管理局發展海陸活動中環海濱或准放風箏踩單車】
3	20 Nov 2014	Facebook	觀塘區議員質疑成立「海濱管理局」

**Table F.5 List of List of non-government web forums (Online Webpage)**

Item	Date	Sources	Topics
1	06 Sept 2014	Building.hk (專業建築網)	Harbourfront consultation launched
2	21 Nov 2014	The Chinese General Chamber of Commerce (香港中華總商會)	擬議成立海濱管理局簡報會歡迎參加

A total of 45 online articles from websites were included as online media in the qualitative analysis.

**Table F.6 List of online news article**

<b>Item</b>	<b>Name of the online media</b>	<b>Total</b>
1	Apple Daliy (蘋果日報)	3
2	China Daily Asia(中國日報亞洲)	1
3	ET Net (經濟通)	1
4	Elderly (長青網)	3
5	Hong Kong China News Agency (香港新聞網)	1
6	Hong Kong Commercial Daily (香港商報)	1
7	Hong Kong Economic Journal (信報財經新聞)	5
8	Hong Kong Economic Times (香港經濟日報)	1
9	Ming Pao Daily News (明報)	2
10	On.cc (東網)	9
11	South China Morning Post (南華早報)	3
12	Stheadline.com (星島頭條網)	1
13	The Sun (太陽報)	3
14	The Standard (英文虎報)	3
15	Wen Wei Pao (文匯報)	1
16	Yahoo News (雅虎新聞)	4
17	881903.com (商業電台上新聞網)	1
18	news.tvb.com (無綫新聞網頁)	2
	<b>Total</b>	<b>45</b>

## **Annex G: Coding Framework for the Proposed Establishment of a Harbourfront Authority**

Public View Analytical Framework for the Public Engagement Process on Proposed Establishment of a Harbourfront Authority (Phase II) and opinions concerning questions covered in the consultation materials.

### **A.01. Objectives of HFA**

#### **A.1.1. Key objectives proposed in consultation documents**

A.1.1.1. Protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging (Q1a)

A.1.1.1.1. Comments in favour of the objective

A.1.1.1.2. Comments opposed to the objective

A.1.1.1.3. Comments neither in favour or opposed to the objective

A.1.1.1.3.1. Concerns on potential conflict between protection of harbour and harbourfront development

A.1.1.2. Promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment (Q1b)

A.1.1.2.1. Comments in favour of the objective

A.1.1.2.2. Comments opposed to the objective

A.1.1.2.2.1. The objective is just an excuse to put more buildings at the harbourfronts

A.1.1.2.3. Comments neither in favour or opposed to the objective

A.1.1.3. Recognize and maintain a good balance of the Victoria Harbour as both as a working harbour and its harbourfront as a public urban space for enjoyment (Q1c)

A.1.1.3.1. Comments in favour of the objective

A.1.1.3.2. Comments opposed to the objective

A.1.1.3.3. Comments neither in favour or opposed to the objective

A.1.1.4. Facilitate and enhance partnership and collaboration among HFA, Government, NGOs and the private sector (Q1d)

A.1.1.4.1. Comments in favour of the objective

A.1.1.4.2. Comments opposed to the objective

A.1.1.4.3. Comments neither in favour or opposed to the objective

A.1.1.5. Pursue harbourfront projects with a view to achieving balance in economic benefits, social objectives and environmental well-being (Q1e)

A.1.1.5.1. Comments in favour of the objective

A.1.1.5.2. Comments opposed to the objective

A.1.1.5.2.1. Social objectives and environmental well-being should be the priorities instead of economic benefits

A.1.1.5.2.2. HFA will be biased towards commercial development if one of objectives is to achieve economic benefits

A.1.1.5.3. Comments neither in favour or opposed to the objective

A.1.1.5.3.1. Concerns on over-commercialisation at the harbourfronts

A.1.1.5.3.2. Concerns on the how economic benefits will be evaluated

A.1.1.5.3.3. Concerns on whether implanting commercial factors can bring vibrancy to the harbourfronts

A.1.1.5.3.4. Concerns on whether the commercial activities will compete with the existing business located at or near the harbourfronts

A.1.1.6. Promote public engagement at all stages of project development and encourage wider participation of the local community (Q1f)

A.1.1.6.1. Comments in favour of the objective

A.1.1.6.2. Comments opposed to the objective

A.1.1.6.3. Comments neither in favour or opposed to the objective

A.1.1.7. Promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management (Q1g)

A.1.1.7.1. Comments in favour of the objective

A.1.1.7.2. Comments opposed to the objective

A.1.1.7.3. Comments neither in favour or opposed to the objective

### **A.1.2. Other comments or concerns related to objectives of HFA**

A.1.2.1. Other objectives which HFA should aim at (Q1h)

A.1.2.1.1. HFA should aim at managing the harbourfront in a holistic approach

A.1.2.1.2. HFA should aim at overcoming the bureaucratic red-tapes

A.1.2.1.3. HFA should aim at developing the harbourfront into a tourist spot

A.1.2.1.4. HFA should aim at managing the harbourfront in an effective manner

A.1.2.2. Objectives HFA should NOT aim at

A.1.2.2.1. HFA should NOT aim at developing property

A.1.2.2.2. HFA should NOT aim at gaining economic benefits

A.1.2.2.3. HFA should NOT aim at developing the harbourfront into a tourist spot

A.1.2.2.4. HFA should NOT aim at raising Government revenue

A.1.2.2.5. HFA should NOT aim at reclaiming more lands

A.1.2.3. HFA should turn the objectives into working targets and performance indicators

A.1.2.4. Some of the objectives of HFA are overlapping

## **A.02. Composition of HFA Board and Committees**

### **A.2.1. Board Composition proposed in consultation documents**

A.2.1.1. Broad-based representation (Q2a)

A.2.1.1.1. Comments in favour of the composition method

A.2.1.1.2. Comments opposed to the composition method

A.2.1.1.2.1. Broad-based representation does not work in practice

A.2.1.1.3. Comments neither in favour or opposed to the composition method

A.2.1.1.3.1. Concerns on how 'broad-based' representation will be interpreted

A.2.1.2. The board consists of not more than 20 members (Q2a)

A.2.1.2.1. Comments in favour of the composition method

A.2.1.2.2. Comments opposed to the composition method

A.2.1.2.2.1. The maximum number of Board members should be less than 20

A.2.1.2.2.2. The number of Board members should not be more than 15

A.2.1.2.3. Comments neither in favour or opposed to the composition method

A.2.1.2.3.1. The number of Board members should be between 15 and 20

A.2.1.3. The Chairman and Vice-chairman (one being a public officer and the other a non-official) (Q2a)

A.2.1.3.1. Comments in favour of the composition method

A.2.1.3.2. Comments opposed to the composition method

A.2.1.3.3. Comments neither in favour or opposed to the composition method

A.2.1.3.3.1. The Chair should be a non-governmental member

A.2.1.3.3.2. Concerns on whether the posts of Chair or Vice-chair will be 'out-sourced' to a public official

A.2.1.3.3.3. The founding Chair should be the same as the HC for continuity

A.2.1.3.3.4. Public officers should only be members of the board instead of being chairman or vice-chairman

A.2.1.4. Board members may include members with relevant professional expertise (digest p17)

A.2.1.4.1. Comments in favour of the composition method

A.2.1.4.2. Comments opposed to the composition method

A.2.1.4.3. Comments neither in favour or opposed to the composition method

A.2.1.4.3.1. Concerns on whether environmental management would be considered as a profession

A.2.1.5. Board members may include relevant Government officials (digest p17)

A.2.1.5.1. Comments in favour of the composition method

A.2.1.5.2. Comments opposed to the composition method

A.2.1.5.3. Comments neither in favour or opposed to the composition method

A.2.1.5.3.1. Concerns on the rank and position of the government officials to be appointed into the Board

A.2.1.6. Board members may include District Council member(s) (digest p17)

A.2.1.6.1. Comments in favour of the composition method

A.2.1.6.2. Comments opposed to the composition method

A.2.1.6.3. Comments neither in favour or opposed to the composition method

A.2.1.6.3.1. The Board members should not limited to District Council members whose districts are near the Victoria Harbour

A.2.1.7. Board members may include LegCo member(s) (digest p17)

A.2.1.7.1. Comments in favour of the composition method

A.2.1.7.2. Comments opposed to the composition method

A.2.1.7.3. Comments neither in favour or opposed to the composition method

A.2.1.8. The board was appointment on personal basis by the CE (digest p17)

A.2.1.8.1. Comments in favour of the composition method

A.2.1.8.2. Comments opposed to the composition method

A.2.1.8.2.1. Those being appointed by the CE will not reflect the views of the public

A.2.1.8.3. Comments neither in favour or opposed to the composition method

A.2.1.8.3.1. The appointment process of the Board members should be transparent

A.2.1.8.3.2. Concerns on whether District Council members will be included if the Board members are to be appointed on personal basis by the CE

A.2.1.8.3.3. Concerns on whether HFA will be accountable to the public if the Board is appointed on personal basis by CE

A.2.1.8.3.4. The appointment of board members should also be agreed by LegCo and the public

## **A.2.2. Committee Composition proposed in consultation documents**

A.2.2.1. Committees may involve or co-opt members other than the appointed Board members (Q2b)

A.2.2.1.1. Comments in favour of the composition method

A.2.2.1.2. Comments opposed to the composition method

A.2.2.1.3. Comments neither in favour or opposed to the composition method

A.2.2.1.3.1. District Councilors should be included in these committees

A.2.2.1.3.2. HFA can form regional committees which are composed of local district representatives

A.2.2.1.3.3. The number of member of each committee should be around 3 to 4

A.2.2.1.3.4. The committees should include members from professional bodies or with technical background

A.2.2.1.3.5. The committees should have broad-based representation

## **A.2.3. Other comments or concerns on board composition**

A.2.3.1. Suggestion on who else should be involved in the governance of HFA

A.2.3.1.01. Sectors and Industries

A.2.3.1.1.1. Representatives from commercial sector

A.2.3.1.1.2. Representatives from tourism industry

A.2.3.1.1.3. Representatives from industrial sector

A.2.3.1.1.4. Representatives from the real estate development industry

A.2.3.1.1.5. Representatives from maritime industry

A.2.3.1.02. Local communities near the harbourfronts

A.2.3.1.03. General public

A.2.3.1.04. NGOs

- A.2.3.1.4.1. Members of Green groups
- A.2.3.1.4.2. Representatives from NGOs
- A.2.3.1.4.3. Members of the Victoria Harbour protection groups
- A.2.3.1.05. Boards, Councils, Commissions
  - A.2.3.1.5.1. Members of Harbourfront Commission
  - A.2.3.1.5.2. Members of Consumer Council
  - A.2.3.1.5.3. Members of Tourism Board
- A.2.3.1.06. Young people
- A.2.3.1.07. Students
- A.2.3.1.08. Users of harbourfront
- A.2.3.1.09. Academics
- A.2.3.1.10. Government officers
- A.2.3.1.11. The Board should include members with different views
- A.2.3.2. Suggestion on who should NOT be involved in the governance of HFA
  - A.2.3.2.1. Members of government-affiliated bodies
  - A.2.3.2.2. Individual non-governmental persons
- A.2.3.3. The composition of HFA Board should be similar to the present HC Board
- A.2.3.4. The members of the Board should be elected by the public
- A.2.3.5. There should be a mechanism to review the performance of the Board members when considering re-appointment
- A.2.3.6. Concerns on the tenure of the Board members

### **A.03. Governance and management**

#### **A.3.1. Statutory functions of the HFA Board proposed in consultation documents**

- A.3.1.1. Draw up corporate and business plans (Q3a)
  - A.3.1.1.1. Comments in favour of the function

A.3.1.1.2. Comments opposed to the function

A.3.1.1.2.1. The sustainability and beautification of the harbourfronts will be sacrificed in the corporate and business plans

A.3.1.1.3. Comments neither in favour or opposed to the function

A.3.1.2. Oversee the overall development and management of the sites allocated to HFA (Q3b)

A.3.1.2.1. Comments in favour of the function

A.3.1.2.2. Comments opposed to the function

A.3.1.2.2.1. The governance function should not include development and management of the sites allocated

A.3.1.2.3. Comments neither in favour or opposed to the function

A.3.1.2.3.1. Concerns on whether the governance function include overseeing the development of entire harbourfront development

A.3.1.3. Implement public accountability measures (Q3c)

A.3.1.3.1. Comments in favour of the function

A.3.1.3.2. Comments opposed to the function

A.3.1.3.3. Comments neither in favour or opposed to the function

A.3.1.4. Manage resources and finances (Q3d)

A.3.1.4.1. Comments in favour of the function

A.3.1.4.2. Comments opposed to the function

A.3.1.4.3. Comments neither in favour or opposed to the function

A.3.1.5. Set key performance indicators and evaluate performance of the executives (Q3e)

A.3.1.5.1. Comments in favour of the function

A.3.1.5.2. Comments opposed to the function

A.3.1.5.3. Comments neither in favour or opposed to the function

**A.3.2. Other comments or concerns on governance and management function**

#### A.3.2.1. Power and Authority

A.3.2.1.01. HFA should be given enough power to negotiate with other government departments

A.3.2.1.02. The responsibilities of HFA should not overlap with Government departments

A.3.2.1.03. HFA should be given enough power to make decisions on the development of harbourfronts

A.3.2.1.04. The roles, obligations and extent of power of HFA should be clearly defined

A.3.2.1.06. HFA should not be given excess power which may derogate from the existing powers and functions of relevant Government bureaux and departments as well as statutory bodies

A.3.2.1.07. HFA should have the right to ignore Government's direction in planning

A.3.2.1.08. HFA should be given the power to veto uses which are not in line with HFA's objectives

A.3.2.1.09. HFA should not be a rubber stamp of government policies

A.3.2.2. General concerns on the governance and management of HFA

A.3.2.3. Concerns on the arrangement of HFA's meetings

A.3.2.4. Concerns on the cooperation and relationship between HFA and government in general

### **A.04. Public Accountability**

#### **A.4.1. Comments on proposed public accountability measures**

A.4.1.01. Submission of corporate plan and business plan for approval by Principal Official (Q4a)

A.4.1.1.1. Comments in favour of the measure

A.4.1.1.2. Comments opposed to the measure

A.4.1.1.3. Comments neither in favour or opposed to the measure

A.4.1.1.3.1. Concerns on whether the approval of corporate and business plan will be troubled by bureaucracy

A.4.1.02. Development of key performance indicators to measure performance (Q4b)

A.4.1.2.1. Comments in favour of the measure

A.4.1.2.2. Comments opposed to the measure

A.4.1.2.3. Comments neither in favour or opposed to the measure

A.4.1.2.3.1. The performance of HFA can only be judged after a long period since its establishment

A.4.1.03. Submission of annual report, statement of accounts and auditor's report to the Government, LegCo and subject to Director of Audit's scrutiny (Q4c)

A.4.1.3.1. Comments in favour of the measure

A.4.1.3.2. Comments opposed to the measure

A.4.1.3.3. Comments neither in favour or opposed to the measure

A.4.1.04. Chairman and executive head to attend LegCo meetings upon request (Q4d)

A.4.1.4.1. Comments in favour of the measure

A.4.1.4.2. Comments opposed to the measure

A.4.1.4.3. Comments neither in favour or opposed to the measure

A.4.1.05. Consult the public on matters relating to the development and operation of the harbourfront related facilities (Q4e)

A.4.1.5.1. Comments in favour of the measure

A.4.1.5.2. Comments opposed to the measure

A.4.1.5.3. Comments neither in favour or opposed to the measure

A.4.1.5.3.1. HFA should organise public forums on a regular basis

A.4.1.06. Open meetings where appropriate (Q4f)

A.4.1.6.1. Comments in favour of the measure

A.4.1.6.2. Comments opposed to the measure

A.4.1.6.3. Comments neither in favour or opposed to the measure

A.4.1.6.3.1. Concerns on the details of meeting opening arrangement to the public

A.4.1.07. Regular declaration of interests by board and committee members for public (Q4l)

A.4.1.7.1. Comments in favour of the measure

A.4.1.7.2. Comments opposed to the measure

A.4.1.7.3. Comments neither in favour or opposed to the measure

A.4.1.7.3.1. Concerns on whether the Board members will be willing to declare their interest

A.4.1.08. Become 'public body' that subject to the relevant provisions of the Prevention of Bribery Ordinance (Q4i)

A.4.1.8.1. Comments in favour of the measure

A.4.1.8.2. Comments opposed to the measure

A.4.1.8.3. Comments neither in favour or opposed to the measure

A.4.1.09. Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest (Q4j)

A.4.1.9.1. Comments in favour of the measure

A.4.1.9.2. Comments opposed to the measure

A.4.1.9.2.1. There is no Principal Official whose department or bureau does not have conflicts of interests with HFA

A.4.1.9.3. Comments neither in favour or opposed to the measure

A.4.1.10. Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views (Q4k)

A.4.1.10.1. Comments in favour of the measure

A.4.1.10.2. Comments opposed to the measure

A.4.1.10.3. Comments neither in favour or opposed to the measure

#### **A.4.2. Other comments or concerns related to public accountability**

A.4.2.1. HFA should not become an independent empire, white elephant or a private organization

A.4.2.1.1. HFA should not become an independent empire

A.4.2.1.2. HFA should not become a white elephant

A.4.2.1.3. HFA should not become a private organization

A.4.2.1.4. HFA should not become a white elephant or an independent empire

A.4.2.2. HFA should be accountable to public and its operation should be transparent

A.4.2.4. Collusion between the Government and the business sector should be avoided

A.4.2.4. HFA should be accountable to the District Councils

A.4.2.5. HFA should be sensitive and responsive to the needs of the public

A.4.2.6. HFA officials should attend District Council meetings upon request

A.4.2.7. HFA should have better planning on how to cooperate with District Councils

A.4.2.8. The financial statements should be open to the public

#### **A.05. Financial Arrangement**

##### **A.5.1. Financial arrangement mentioned in the consultation documents**

A.5.1.1. Government to provide capital injection and allocation of land as in-kind support (Q5a)

A.5.1.1.1. Comments in favour of the approach

A.5.1.1.2. Comments opposed to the approach

A.5.1.1.3. Comments neither in favour or opposed to the approach

A.5.1.1.3.1. The amount of fund injected into HFA by the government should not be too large

A.5.1.2. Set aside a dedicated fund within Government (Q5b)

A.5.1.2.1. Comments in favour of the approach

- A.5.1.2.2. Comments opposed to the approach
- A.5.1.2.3. Comments neither in favour or opposed to the approach
  - A.5.1.2.3.1. Concerns on the amount of the dedicated fund
- A.5.1.3. Resources will be drawn from the dedicated fund when project is ready for implementation (subject to LegCo's approval) (Q5c)
  - A.5.1.3.1. Comments in favour of the approach
  - A.5.1.3.2. Comments opposed to the approach
  - A.5.1.3.3. Comments neither in favour or opposed to the approach
    - A.5.1.3.3.1. Concerns on delay of funding approval by the LegCo
    - A.5.1.3.3.2. Concerns on the difficulties for the HFA to acquire government funding as the performance of HFA is hard to be evaluated
    - A.5.1.3.3.3. Concerns on whether HFA will have enough funding
    - A.5.1.3.3.4. Concerns on whether interested parties would be benefits using loop holes in the funding arrangement
- A.5.1.4. Through a balanced portfolio of projects to help achieve long-term overall financial sustainability (Q5d)
  - A.5.1.4.1. Comments in favour of the approach
  - A.5.1.4.2. Comments opposed to the approach
    - A.5.1.4.2.1. The Harbourfront may be over-commercialised and have less public space if financial sustainability or economic benefits are to be achieved
    - A.5.1.4.2.2. HFA should not be financially independent
  - A.5.1.4.3. Comments neither in favour or opposed to the approach
    - A.5.1.4.3.1. Concerns on whether fiscal balance and sustainability of HFA can be achieved
    - A.5.1.4.3.2. Concerns on the actual financial planning of HFA
- A.5.1.5. Financial consultancy to be conducted to assess the funding requirements (digest p25)

A.5.1.5.1. Comments in favour of the approach

A.5.1.5.2. Comments opposed to the approach

A.5.1.5.3. Comments neither in favour or opposed to the approach

A.5.1.5.3.1. Concerns on whether HFA will follow government's auditing standards

A.5.1.5.3.2. HFA should conduct benefit and cost analysis whenever possible to evaluate financial performance and efficiency

#### **A.5.2. Other comments or concerns on financial arrangement**

A.5.2.1. The government should financially support HFA

A.5.2.2. HFA should be given the power to propose how to use funding

A.5.2.3. The HFA should seek alternative means for funding

A.5.2.4. Concerns on how HFA would manage its financial matters in general

A.5.2.5. HFA should receive annual subvention to bridge the funding gaps in development projects

A.5.2.6. Leasing properties can be one of the finance sources of HFA

A.5.2.7. Taxes from the business nearby the harbourfront can be source of income for HFA

A.5.2.8. Concerns on the cost of transforming HC into a new authority

A.5.2.9. HFA can work with District Council for local action plans utilizing signature project scheme funding

### **A.06. Land Matters**

#### **A.6.1. Land matters mentioned in the consultation documents**

A.6.1.1. Adopt a conservative and phased allocation approach with modest initial allocation (Q6)

A.6.1.1.1. Comments in favour of the approach

A.6.1.1.2. Comments opposed to the approach

A.6.1.1.2.1. The sites should be released to HFA as soon as possible

A.6.1.1.2.2. The HFA should not be vested the land in a petty approach

A.6.1.1.3. Comments neither in favour or opposed to the approach

A.6.1.1.3.1. Concerns on whether financial sustainability can be assured if the harbourfronts will be developed in phases

A.6.1.2. Sites allocated should not be privatised by HFA (digest p23)

A.6.1.2.1. Comments in favour of the approach

A.6.1.2.2. Comments opposed to the approach

A.6.1.2.3. Comments neither in favour or opposed to the approach

A.6.1.2.3.1. Concerns on whether HFA owns the sites and would sell them to generate income

A.6.1.2.3.2. Concerns on whether the harbourfront areas managed by HFA are still regarded as Government land

A.6.1.2.3.3. Concerns on whether HFA can achieve fiscal sustainability if it will not own the lands and cannot sell them to generate income

A.6.1.2.3.4. Public-private partnership contradicts the statement that allocated sites to the authority should not be privatised

A.6.1.3. HFA may identify potential sites for discussion and consideration by Government (digest p24)

A.6.1.3.1. Comments in favour of the approach

A.6.1.3.2. Comments opposed to the approach

A.6.1.3.3. Comments neither in favour or opposed to the approach

A.6.1.4. To keep a balanced portfolio of harbourfront projects for achieving overall financial sustainability and independence (digest p22)

Merged into A.5.1.4. due to similarity

## **A.6.2. Other comments or concerns on land matters**

A.6.2.1. Criteria for site allocation

A.6.2.1.1. Concerns on the criteria to prioritise the sites to be developed

A.6.2.1.2. HFA should be vested the land only when neither the government nor developers can deliver what local community wants

A.6.2.1.3. HFA should be vested the adjacent sites which can be joined together for development

A.6.2.2. Concerns on whether HFA will be able to acquire private lands at the harbourfronts

A.6.2.3. Concerns on the details of the development plan of particular sites

A.6.2.4. Concerns own whether public land should be managed by an non-governmental organisation

A.6.2.5. The sites should not be monopolised by a single developer

A.6.2.6. Local community may not welcome handovering current development projects at the harbourfronts to the future HFA

A.6.2.7. It may not be fair to grant HFA land at a nominal or reduced land premium

A.6.2.8. Concerns on whether allocating sites to HFA requires approval of LegCo

## **A.07. Sites to be allocated to HFA**

### **A.7.1. Sites to be allocated to HFA suggested in consultation documents**

A.7.1.1. New Central Harbourfront (Q7a)

A.7.1.1.1. Comments in favour of the selection

A.7.1.1.2. Comments opposed to the selection

A.7.1.1.2.1. The proposed site will not generate economic benefits

A.7.1.1.2.2. The proposed site allocation tilts interests of rich people

A.7.1.1.3. Comments neither in favour or opposed to the selection

A.7.1.1.3.1. Concerns on whether 5 years are enough to complete the New Central Harbourfront project

A.7.1.1.3.2. The Central harbourfront is suitable for mixed use of biking and jogging

A.7.1.2. Wanchai Harbourfront (Q7b)

A.7.1.2.1. Comments in favour of the selection

- A.7.1.2.2. Comments opposed to the selection
  - A.7.1.2.2.1. The proposed site will not generate economic benefits
  - A.7.1.2.2.2. The proposed site allocation tilts interests of rich people
- A.7.1.2.3. Comments neither in favour or opposed to the selection
- A.7.1.3. North Point Harbourfront (Q7b)
  - A.7.1.3.1. Comments in favour of the selection
  - A.7.1.3.2. Comments opposed to the selection
    - A.7.1.3.2.1. The proposed site will not generate economic benefits
  - A.7.1.3.3. Comments neither in favour or opposed to the selection
- A.7.1.4. Quarry Bay Harbourfront (Q7c)
  - A.7.1.4.1. Comments in favour of the selection
  - A.7.1.4.2. Comments opposed to the selection
    - A.7.1.4.2.1. Quarry Bay harbourfront is a remote site
    - A.7.1.4.2.2. The proposed site will not generate economic benefits
    - A.7.1.4.2.3. The proposed site allocation tilts interests of rich people
  - A.7.1.4.3. Comments neither in favour or opposed to the selection
- A.7.1.5. Kwun Tong Harbourfront (Q7d)
  - A.7.1.5.1. Comments in favour of the selection
  - A.7.1.5.2. Comments opposed to the selection
    - A.7.1.5.2.1. Kwun Tong is a remote site
    - A.7.1.5.2.2. The proposed site will not generate economic benefits
    - A.7.1.5.2.3. The proposed site allocation tilts interests of rich people
  - A.7.1.5.3. Comments neither in favour or opposed to the selection
    - A.7.1.5.3.1. There were possibilities for more commercial and cultural facilities at the Kwun Tong harbourfront
- A.7.1.6. Hung Hom Harbourfront (Q7e)

A.7.1.6.1. Comments in favour of the selection

A.7.1.6.2. Comments opposed to the selection

A.7.1.6.2.1. The proposed site will not generate economic benefits

A.7.1.6.3. Comments neither in favour or opposed to the selection

**A.7.2. Other possible sites suggested by respondents**

A.7.2.01. Western Hong Kong Island waterfront

A.7.2.02. Tsing Yi waterfront

A.7.2.03. Tsim Sha Tsui waterfront

A.7.2.04. To Kwa Wan waterfront

A.7.2.05. Yau Ma Tei Typhoon Shelter waterfront

A.7.2.06. Tsuen Wan waterfront

A.7.2.07. Sites currently managed by government but with newly approved development projects

A.7.2.08. Kai Tak waterfront

A.7.2.09. PLA piers at the Central Harbourfront when it is not in military use

A.7.2.10. All harbourfront which have not yet been developed

A.7.2.11. West Kowloon waterfront

A.7.2.12. Sun Yat San Memorial Park waterfront

A.7.2.13. Western Food Wholesale Market waterfront

A.7.2.14. All waterfront parks or open spaces currently managed by the Leisure and Cultural Services Department

A.7.2.15. Sham Shui Po waterfront

A.7.2.16. Harbourfront areas near existing ferry piers

**A.08. Advisory and advocacy function**

**A.8.1. Disbanding HC and taking over advisory and advocacy function by HFA (Q8)**

A.8.1.1. HC should disband and the advocacy and advisory role of HC should be taken up by HFA

A.8.1.2. HC should be retained and keep its advocacy and advisory role

**A.8.2. Advisory and advocacy functions proposed in the consultation documents**

A.8.2.1. To advise the Government on the holistic and strategic development of the harbourfront and its associated water-land interface (digest p26)

A.8.2.1.1. Comments in favour of the function

A.8.2.1.2. Comments opposed to the function

A.8.2.1.3. Comments neither in favour or opposed to the function

A.8.2.2. To play an advocacy role in the envisioning, planning, urban design, marking and branding, development and operation of the harbourfront areas and facilities in collaboration with relevant stakeholders and DCs (digest p27)

A.8.2.2.1. Comments in favour of the function

A.8.2.2.2. Comments opposed to the function

A.8.2.2.3. Comments neither in favour or opposed to the function

A.8.2.2.3.1. Concerns on potential conflict of interest when HFA assumes both the advisory and advocacy roles and management responsibilities

A.8.2.2.3.2. The advisory and advocacy function should include road and pavement design and other issues related to connectivity

A.8.2.2.3.3. HFA should collaborate with other stakeholder in solving the screening effect alongside the harbourfront

A.8.2.2.3.4. HFA should ensure effective communication and coordination when performing its advisory and advocacy function

A.8.2.3. To comment on private and public plans and projects on Victoria Harbourfront (digest p27)

A.8.2.3.1. Comments in favour of the function

A.8.2.3.2. Comments opposed to the function

A.8.2.3.3. Comments neither in favour or opposed to the function

A.8.2.3.3.1. Concerns on whether HFA will be able to offer professional advice to the District Councils and persuade them to support its development plans

A.8.2.4. To promoting wider application of Harbour Planning Principles and Harbour Planning Guidelines, and to update them as necessary (digest p27)

A.8.2.4.1. Comments in favour of the function

A.8.2.4.2. Comments opposed to the function

A.8.2.4.3. Comments neither in favour or opposed to the function

A.8.2.5. To facilitate and foster public-private partnership in the development, management and maintenance of the harbourfront (including engagement of community, social enterprises and non-governmental organisations) (digest p27)

A.8.2.5.1. Comments in favour of the function

A.8.2.5.2. Comments opposed to the function

A.8.2.5.3. Comments neither in favour or opposed to the function

A.8.2.5.3.1. Concerns on whether HFA has any substantial planning to facilitate public-private partnership

A.8.2.5.3.2. Concerns on whether public-private partnership will lead to over-commercialisation

A.8.2.5.3.3. The public-private partnership between HFA and private sector should be similar to the current one between the government and MTRC

A.8.2.5.3.4. Comments on the feasibility of implementing PPP in Hong Kong

A.8.2.6. To promote, organise or sponsor recreational or leisure activities that enhance the brand or image of the Victoria Harbour and the harbourfront (digest p27)

A.8.2.6.1. Comments in favour of the function

A.8.2.6.2. Comments opposed to the function

A.8.2.6.3. Comments neither in favour or opposed to the function

**A.8.3. The geographical remit for performing HC's existing advisory role (digest p13)**

A.8.3.1. Comments in favour of the remit

A.8.3.2. Comments opposed to the remit

A.8.3.2.1. The remit should be extended

A.8.3.2.1.1. The remit should be extended to the waterbody

A.8.3.2.1.2. The remit should be extended to beyond the current boundaries

A.8.3.2.1.3. The remit should be extended to Olympic Station

A.8.3.2.2. The remit should be reduced

A.8.3.3. Comments neither in favour or opposed to the remit

A.8.3.3.1. Government should clearly set the remit of HFA

A.8.3.3.2. Concerns on whether waterfronts outside Victoria Harbour will be within the remit of HFA

A.8.3.3.3. All land 50 metres from the coastline should be within the remit of HFA

A.8.3.3.4. There should be flexibility when setting the remit of HFA

A.8.3.3.5. The remit of HFA is set arbitrarily and without clear criteria

A.8.3.3.6. Concerns on whether roads near the harbourfront are within the remit of HFA

A.8.3.3.7. Concerns on whether the harbourfront facilities which are currently managed by the Government will be within the remit of HFA

#### **A.8.4. Other comments or concerns on advisory and advocacy function**

A.8.4.1. Concerns on whether HFA would have bias when playing its advocacy and advisory role

A.8.4.2. General concerns on how HFA will implement its advocacy and advisory function

A.8.4.3. Concerns on whether HFA would advocate for the building of a cross-harbour pedestrian tunnel

### **A.09. Executive function**

#### **A.9.1. Executive functions proposed in consultation documents**

A.9.1.1. Plan, design, construct, operate and manage the allocated sites in accordance with the land use and other requirements of conditions specified in the statutory plans under the Town Planning Ordinance (Cap. 131) (Q9a)

A.9.1.1.1. Comments in favour of the function

A.9.1.1.2. Comments opposed to the function

A.9.1.1.3. Comments neither in favour or opposed to the function

A.9.1.1.3.1. Concerns on whether the duties of HFA would overlap with Town Planning Board

A.9.1.2. Conduct project-level planning and prepare plans, where appropriate for approval by TPB (Q9b)

A.9.1.2.1. Comments in favour of the function

A.9.1.2.2. Comments opposed to the function

A.9.1.2.3. Comments neither in favour or opposed to the function

A.9.1.3. Design, construct, operate, and manage the harbourfront related facilities (including retail or dining or entertainment facilities) and other ancillary facilities at the designated sites on its own or with other parties (Q9c)

A.9.1.3.1. Comments in favour of the function

A.9.1.3.2. Comments opposed to the function

A.9.1.3.3. Comments neither in favour or opposed to the function

A.9.1.3.3.1. Concerns on whether HFA will follow the Building Ordinance during construction

A.9.1.3.3.2. Landscape professionals should be employed for design and planning of the harbourfronts

A.9.1.3.3.3. The design, construction and management of the facilities should be out-sourced to world-class private firms

A.9.1.4. Initiate and oversee relevant broad-based public engagement exercises, topical planning studies, social impact assessments and other research and studies related to the development of the allocated sites (Q9d)

A.9.1.4.1. Comments in favour of the function

A.9.1.4.2. Comments opposed to the function

A.9.1.4.3. Comments neither in favour or opposed to the function

A.9.1.5. Monitor progress of implementation and management of allocated sites and projects (Q9e)

A.9.1.5.1. Comments in favour of the function

A.9.1.5.2. Comments opposed to the function

A.9.1.5.3. Comments neither in favour or opposed to the function

A.9.1.6. Foster temporary, quick-win or other harbourfront enhancement projects (Q9f)

A.9.1.6.1. Comments in favour of the function

A.9.1.6.2. Comments opposed to the function

A.9.1.6.3. Comments neither in favour or opposed to the function

**A.9.2. The number of sites allocated for HFA to perform executive role to develop and manage projects**

A.9.2.1. Comments in favour of the number of sites allocated

A.9.2.2. Comments opposed to the number of sites allocated

A.9.2.2.1. The number of sites which HFA have an executive role should be increased

A.9.2.2.2. The number of sites which HFA have an executive role should be decreased

A.9.2.3. Comments neither in favour or opposed to the number of sites allocated

**A.9.3. Other comments or concerns on execution function**

A.9.3.1. Site Management Policy

A.9.3.1.1. HFA should release the current restrictions for recreational activities at the harbourfronts

A.9.3.1.2. HFA should release the current restrictions for food premises

A.9.3.1.3. Freedom of speech and assembly should be protected at the harbourfronts

A.9.3.1.4. Protests and demonstrations should be banned at the harbourfronts

A.9.3.2. Concerns on whether the decision of HFA will be affected by politics and those with conflict of interest

A.9.3.3. The operations of HFA should be similar to EKEO

## **A.10. Formation of executive team**

### **A.10.1. Proposed formation of executive team in consultation documents**

A.10.1.1. HFA to be supported by a dedicated multi-disciplinary government team during its initial years of establishment with suitable talents not readily available in the civil service be recruited by HFA (digest p29)

A.10.1.1.1. Comments in favour of the approach

A.10.1.1.2. Comments opposed to the approach

A.10.1.1.2.1. The HFA office should not recruit civil servants in their team

A.10.1.1.3. Comments neither in favour or opposed to the approach

A.10.1.1.3.1. Concerns on personnel and management issues of having both civil servants and non-civil service contract staff working in the same office

A.10.1.1.3.2. Concerns on the number of civil servants to be transferred to HFA

A.10.1.1.3.3. The majority of the staff of HFA should be recruited from outside of Government while having a number of experienced civil servants seconded to HFA at initial stage

A.10.1.2. The long-term aim is for the team be replaced by an independent office to serve HFA pending HFA's accumulation of adequate experience and track records on development and management of harbourfront sites (Q10)

A.10.1.2.1. Comments in favour of the approach

A.10.1.2.2. Comments opposed to the approach

A.10.1.2.2.1. HFA may turn into a private institute if it hires their own staff outside the government

A.10.1.2.3. Comments neither in favour or opposed to the approach

A.10.1.2.3.1. Concerns on the length of transition period to achieve the long-term aim

**A.10.2. Other comments or concerns on formation of executive team**

A.10.2.1. HFA should hire staff with professional knowledge or technical background

A.10.2.2. HFA should hire staffs with commercial experience

A.10.2.3. Concerns on possible cronyism when hiring staff

A.10.2.4. Concerns on the actual number of staff to be employed by HFA

A.10.2.5. The obligations and resignation arrangements of senior staff should be stated clearly

**A.11. Role and Nature of HFA**

**A.11.1. HFA should be an organization or department under the Chief Secretary**

**A.11.2. Concerns on whether HFA will be statutory body**

**A.11.3. HFA should be a non-profit organization**

**A.11.4. Concerns on which government HFA will be under or partner with**

**A.11.5. HFA should be an organization under related policy making bureaux**

**A.12. Public Engagement Process**

**A.12.1. Briefing, Seminar and Public Forum**

A.12.1.1. Insufficient equipment or materials

**A.12.2. Website**

A.12.2.1. Computer problems encountered when filling in online questionnaire

**A.12.3. Promotion Approach**

A.12.3.1. More promotion is needed

A.12.3.2. The promotion is not effective

**A.12.4. Stakeholders who should be consulted in the PE**

A.12.4.1. General public

A.12.4.2. District Councils

A.12.4.3. Sports communities

A.12.4.4. Foreigners living in Hong Kong

A.12.4.5. Maritime industry

A.12.4.6. Local communities at the harbourfront areas

#### **A.12.5. Consultation Documents**

A.12.5.1 Lack of Information

A.12.5.1.01. Lack of details in the legitimacy of extent of power of HFA

A.12.5.1.02. Lack of oversight of the harbour as a whole

A.12.5.1.03. Lack of details in how to facilitate public participation

A.12.5.1.04. Lack of details of the extent of power in land planning

A.12.5.1.05. Lack of details in advocacy and advisory functions

A.12.5.1.06. Lack of details in financial planning

A.12.5.1.07. Lack of details in the operation and management of HFA

A.12.5.1.08. Lack of details in how to achieve its vision

A.12.5.1.09. Lack of explanation in the objectives of establishing HFA

A.12.5.1.10. Lack of details in issues related to their districts

A.12.5.1.11. Lack of details in accountability

A.12.5.1.12. Lack of details in how HFA will operate under commercial principles

A.12.5.1.13. Lack of details in environmental protection issues

A.12.5.1.14. Lack of overseas examples

A.12.5.1.15. Lack of details in remit of HFA

A.12.5.1.16. Lack of details in composition of HFA Board

A.12.5.2. Biased towards commercial operations

A.12.5.3. The scope and content of consultation does not interest the general public

A.12.5.4. The wording used in consultation documents is not specific enough

#### **A.12.6. Feedback Questionnaire**

A.12.6.1. The questionnaire questions are suggestive

A.12.6.2. The questionnaire contains too many questions

A.12.6.3. Some of questionnaire questions are not easy to understand

A.12.6.4. The questionnaire is easy to understand

A.12.6.5. The questionnaire questions are repetitive

A.12.6.6. There should be an option of 'partly agree' in the multiple choice questions

A.12.6.7. Too many things were asked in a single question

#### **A.12.7. Other comments or concerns on Public Engagement Process**

A.12.7.1. The reasons to establish HFA should be explained during consultation

A.12.7.2. The consultation is not meaningful as the government already have plans on harbourfront development

A.12.7.3. The consultation should collect the opinions of the public from various channels

A.12.7.4. It will be difficult to reach consensus through public consultation

A.12.7.5. Concerns on how the government will collect public opinions

A.12.7.6. The Public Engagement Process should aim at improving the relationship between the public and the government

### **A.13. Definition of Victoria Harbourfront**

#### **A.13.1. Victoria Harbourfront as defined in Interpretation and General Clauses Ordinance (Cap. 1) (digest p13)**

A.13.1.1. Comments in favour of the definition

A.13.1.2. Comments opposed to the definition

A.13.1.3. Comments neither in favour or opposed to the definition

**A.13.2. Other comments or concerns related to definition of Victoria Harbourfront**

**A.14. Whether support the establishment of HFA and reasons**

**A.14.1. Whether support the establishment of HFA**

A.14.1.1. Support

A.14.1.2. Not support

**A.14.2. Reasons for supporting or not supporting the establishment of HFA**

A.14.2.1. Reasons for supporting the establishment of HFA

A.14.2.1.1. Having a dedicated authorities to develop the harbourfronts in a holistic manner

A.14.2.1.2. The current HC lacks the authorization and execution power to achieve a better progress in enhancing the harbourfront

A.14.2.1.3. Hong Kong is behind other cities in harbourfront development

A.14.2.1.4. It gives more flexibility in management of the harbourfront

A.14.2.1.5. The establishment of HFA helps to transform Hong Kong into a world-class harbour city

A.14.2.1.6. An enhanced harbourfront can improve tourism

A.14.2.2. Reasons for not supporting the establishment of HFA

A.14.2.2.01. The objectives of HFA can be achieved by a well-funded office under Chief Secretary

A.14.2.2.02. The objectives of HFA can be achieved by existing government departments

A.14.2.2.03. The establishment of HFA involves additional expenses and put a strain on our finance

A.14.2.2.04. The current development at harbourfronts is good enough

A.14.2.2.05. The function of HFA overlap with existing Government departments

A.14.2.2.06. There will be too many commercial activities at the harbourfronts under HFA's management

A.14.2.2.07. HFA is another layer of red tape or bureaucracy

A.14.2.2.08. The establishment of HFA involves transfer of benefits to the Board members or private sector

A.14.2.2.09. HFA will not be able to balance the interests of different parties

A.14.2.2.10. Modifying the regulations and allowing cycling at harbourfront park are good enough

## **A.15. Other expectations on future harbourfront**

### **A.15.01. Urban Planning and Design**

A.15.1.01. There should be plan to link up adjacent harbourfronts

A.15.1.02. There should be a comprehensive master plan for harbourfront development and re-allocation of existing premises and facilities

A.15.1.03. There should be harbourfront enhancement plans for each district

A.15.1.04. There should be plans to develop waterfronts outside Victoria Harbour

A.15.1.05. There should be good planning for the harbourfronts

A.15.1.06. There should be a master plan to identify all of the potential harbourfront sites which can be allocated to HFA

A.15.1.07. There should be more public space for leisure activities at the harbourfronts

A.15.1.08. The planning of harbourfronts should show characters of different districts at the harbourfronts

A.15.1.09. There should be a mechanism for the Government to recover the lands allocated to HFA if needed

A.15.1.10. There should be an appeal mechanism to review HFA development projects

A.15.1.11. There should be guidelines and rule to ensure that the urban planning and design is good and visionary

A.15.1.12. There should be conceptual drawing before a development plan can be evaluated

A.15.1.13. The harbourfront should not be over-developed

A.15.1.14. Innovation and originality in urban design should be encouraged through tendering process, competitions and workshop etc.

A.15.1.15. There should be less tall and big buildings at the harbourfronts

A.15.1.16. There should be a comprehensive zoning plan for each the allocated sites

A.15.1.17. The planning at harbourfronts should meet the society's needs

A.15.1.18. The public utilities involving the use of water bodies use should have the priority to occupy the harbourfronts

#### **A.15.02. Suggested new facilities at the harbourfronts**

A.15.2.1. Land sports facilities

A.15.2.1.1. Cycling facilities

A.15.2.1.2. Roller skating facilities

A.15.2.1.3. Facilities for riding skateboards or scooters

A.15.2.1.4. Walking, jogging or running facilities

A.15.2.1.5. Playground

A.15.2.2. Water sports and transportation

A.15.2.2.1. Marina

A.15.2.2.2. Water-sports facilities

A.15.2.2.3. Piers

A.15.2.3. Commercial facilities

A.15.2.3.1. Catering facilities

A.15.2.3.2. Small shops

A.15.2.3.3. Entertainment facilities

A.15.2.4. Pet park

A.15.2.5. Information centres and management office

A.15.2.6. Washroom

### **A.15.03. Environmental issues**

A.15.3.01. Concerns on whether HFA would help to improve water quality at the harbourfront areas

A.15.3.02. Concerns on whether HFA would help to reduce road traffic or air pollution by encouraging use of pedestrians, cycling or water transportation

A.15.3.03. Concerns on whether the facilities used in the harbourfront should be powered by green energy

A.15.3.04. Concerns on whether HFA would help to improve air quality at the harbourfront areas

A.15.3.05. Concerns on whether the environmental sustainability can be achieved

A.15.3.06. There should be more green areas at harbourfronts

A.15.3.07. Concerns on whether environmental assessment will be carried out at harbourfronts

A.15.3.08. Concerns on whether the building materials and construction methods are environmentally friendly

A.15.3.09. Concerns on whether there will be proper recycling and waste collection points at harbourfront

A.15.3.10. Concerns on whether HFA will help to solve the environmental issues surrounding harbourfront areas

A.15.3.11. Concerns on whether HFA will set up an environmental Key Performance Indicators (KPI)

A.15.3.12. Concerns on whether temporary facilities will create excessive use resources and waste

A.15.3.13. Concerns on whether proposed water transport will use green and renewable energy

### **A.15.04. Strategy of harbourfront development**

A.15.4.01. HFA should learn from overseas experience in harbourfront development

A.15.4.02. HFA should balance the needs of tourism development and recreational life of local residents

A.15.4.03. HFA should have long-term vision and strategy

A.15.4.04. HFA should try other strategies before acquiring land and develop the harbourfronts by themselves

A.15.4.05. HFA should adopt a strategy to increase human flow at the harbourfronts

A.15.4.06. HC should continue to enhance the harbourfronts before the establishment of HFA

A.15.4.07. HFA should have a strategy to enhance social interactions at harbourfronts

A.15.4.08. HFA should have a unique place-making strategy

A.15.4.09. HFA should adopt a people-oriented strategy

A.15.4.10. HFA should have short-term goals or projects

#### **A.15.05. Connectivity**

A.15.5.1. Concerns on whether the connectivity at the harbourfront areas can be improved

A.15.5.2. Concerns on whether HFA will encourage water transportation connecting the harbourfront

A.15.5.3. Concerns on whether water transport will be made preferable to land transport

A.15.5.4. Concerns on potential impediment (e.g. cycling, dog walking) to the pedestrian comfort and ease of access

A.15.5.5. Concerns on whether proposed water transport will allow passage of bicycles and pets

A.15.5.6. Concerns on whether proposed water transport will utilise existing infrastructure

#### **A.15.06. Reclamation and Protection of Harbour Ordinance**

A.15.6.1. The PHO should be reviewed to enable improvements at harbourfronts

A.15.6.2. HFA should avoid reclamation at the harbour in future

A.15.6.3. HFA should ensure compliance of the PHO Ordinance

#### **A.15.07. Target users of harbourfront**

A.15.7.1. Pets should be allowed to enter harbourfronts

A.15.7.2. There should have provide facilities for the poor at harbourfronts

A.15.7.3. Pets should be restricted from entering the harbourfronts

A.15.7.4. Tourists should be restricted from bringing their luggage to the harbourfronts

A.15.7.5. HK residents should be given the priority of using the harbourfronts

A.15.7.6. There should be facilities for evening people who enjoy night life

#### **A.15.08. Timetable for harbourfront development**

A.15.8.1. Concerns on whether there is time table for establishing HFA

A.15.8.2. The harbourfront development should speed up

#### **A.15.09. Safety issues**

A.15.09.1. Concerns on whether HFA will enhance the safety measures at the harbourfronts

A.15.09.2. Concerns on the possible land subsidence issues at the harbourfronts

#### **A.15.10. Cultural and Arts development**

A.15.10.1. HFA should help to cultivate arts and cultural life in Hong Kong

A.15.10.2. HFA should conserve heritages at the harbourfronts

#### **A.15.11. Maritime industry development**

A.15.11.1. Concerns on how the establishment of HFA would facilitate maritime industry development

### **A.16. Other Miscellaneous opinions or concerns**

#### **A.16.1. Complaints on the existing facilities or management at harbourfront**

#### **A.16.2. Opinions on general policy of planning and development**

A.16.2.1. The city should NOT work on useless development projects

A.16.2.2. The Government is indecisive in planning and development

#### **A.16.3. General positive comments**

**A.16.4. Any other opinions or concerns (which cannot be categorised)**

A.16.4.1. Unintelligent comments

A.16.4.2. Description of respondent's own past experience in dealing  
harbourfront issues

A.16.4.3. Asking the progress of the current harbourfront development instead of  
giving opinions on establishment of HFA or expressing expectation on future  
harbourfronts

## Annex H: Feedback questionnaire

### Phase II Public Engagement Form for the Proposed Establishment of a Harbourfront Authority 擬議成立海濱管理局 - 第二階段公眾參與問卷

This form is intended to collect anonymous public feedback from Hong Kong residents and organisations on the proposal for a Harbourfront Authority. By providing comments and views you will be assumed to have given consent to the Development Bureau and the Harbourfront Commission to use or publish (including posting onto an appropriate website) those comments and views in anonymous format for the purpose of this consultation.

Please leave blank any questions that you do not wish or feel unable to answer.

此問卷是以不記名的形式收集香港居民及團體對擬議成立一個海濱管理局的意見。您所提供的任何意見及建議，將會被視為同意發展局及海濱事務委員會使用或刊載（包括上載至合適的網站）這些意見及建議，而這也是這次諮詢以不記名形式進行的目的。

如您不願意或無法作答的問題，請把答案留空便可。

“Harbourfront” refers to the harbourfront areas within the Victoria Harbour Limit and generally refers to the land area between the shoreline and the first main road.

『海濱』所界定的維港海港界線範圍內的海濱地帶，泛指岸線與內陸第一條主要街道之間的陸地。

Please fill in (■) **one** appropriate box or circle in each question to indicate your views.

請在每題中選取一個合適的選項並把空格或圓圈完全塗黑（■）以表達你的意見。

#### **Objectives of the proposed Harbourfront Authority**

##### **海濱管理局的目標**

1. To what extent do you agree to the following objectives of the proposed Harbourfront Authority (HFA):

就擬議成立的海濱管理局的目標，請表示您有多認同以下這些目標：

- (a) should protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging that Hong Kong people have for Victoria Harbour and its harbourfront.  
應保護、保存及優化維港；維持並加強其作為香港象徵的地位；以及培養港人對維港及其海濱的歸屬感。

<input type="checkbox"/> Strongly agree	非常同意	<input type="checkbox"/> Agree	同意
<input type="checkbox"/> Neither agree nor disagree	既不同意也不是不同意		
<input type="checkbox"/> Disagree	不同意	<input type="checkbox"/> Strongly disagree	非常不同意

- (b) should promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment.

應推廣及打造一個富吸引力、朝氣蓬勃、綠化、暢達、可持續發展及提供多元化的景點和活動的海濱供大眾享用。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- (c) should recognize Victoria Harbour as both an efficient working harbour and its harbourfront as a unique public urban space for all people of Hong Kong to enjoy and maintain this existing balance going forward.

應確認維港是個高效的作業海港，而維港海濱則是讓全港市民共同享用的獨特公共城市空間，並在發展時在兩者之間維持現時的平衡。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- (d) should facilitate and enhance partnership and collaboration among HFA, Government, non-government organizations and the private sector

應促進及加強海濱管理局、政府、非政府機構和私營機構之間的伙伴關係及合作。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- (e) should aim to achieve balance in economic benefits, social objectives and environmental well-being

應旨在於經濟利益、社會目標及締造美好環境之間取得平衡。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- (f) should promote public engagement at all stages of project development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA.

應在海濱項目發展的各個階段，推動公眾參與，並鼓勵地區廣泛參與設計及管理在撥予海濱管理局的用地內的公眾休憩空間。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- (g) should promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management.

應推廣共享公共空間的理念，並結合創新設計及靈活管理，以締造一個共融和多元化的海濱。

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

Is there any other objective you consider important for the proposed HFA? Please list them out and indicate your reasons.

請問您認為擬議海濱管理局還有沒有其他重要的目標？請列舉出來，並註明您的原因。

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If you disagree or strongly disagree with any of the objectives of the proposed HFA listed above, please indicate your reasons and/or concerns.

如果您對擬議海濱管理局的以上列舉的目標有任何不同意或非常不同意的意見，請註明您的原因和/或疑慮。

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## **Functions of the proposed Harbourfront Authority**

### **海濱管理局的職能**

#### **Governance and Management Functions**

#### **管治和管理職能**

- 2(a). To what extent do you agree that the proposed HFA Board should have broad-based representation, comprising not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official).

擬議海濱管理局的董事局應有廣泛代表性，包括不超過二十名成員，當中包括主席和副主席(其中一位為公職人員，而另一位為非公職人員)，請表示您有多認同這個建議：

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

- 2(b). To what extent do you agree that HFA should establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members.

就擬議海濱管理局應成立委員會（例如工作小組或專責小組），讓董事局成員以外的人士亦能參與有關工作，或擔任委員，請表示您有多認同這個建議：

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

3. To what extent do you agree that the proposed HFA should have the following statutory governance and management functions:

就擬議海濱管理局應有的管治和管理職能，請表示您有多認同以下這些職能的建議：

The statutory governance and management functions of the proposed HFA 擬議成立的海濱管理局的管治和管理職能	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Draw up corporate and business plans 擬定業務綱領及計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee the overall development and management of the sites allocated to HFA 監督撥予海濱管理局的用地的整體發展和管理工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement public accountability measures 落實向公眾問責的措施	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the resources and finances 管理資源和財政	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set key performance indicators and evaluate performance of the executives 訂立主要表現指標並評核行政人員的表現	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the governance and management functions of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.

如果您對擬議海濱管理局的管治和管理職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對管治和管理職能所持有的不同意見。

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4. To what extent do you agree that the proposed HFA should adopt the following accountability measures currently adopted by similar statutory bodies:

請表示您有多認同擬議海濱管理局應採用現時相若法定機構所採用以下向公眾問責的措施：

The accountability measures of the proposed HFA 擬議成立海濱管理局向公眾問責的措施	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Submit a corporate plan, and a business plan for approval by the Government 提交業務綱領及業務計劃供政府審批	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Submit a statement of accounts, an annual report, and an auditor's report to the Government and LegCo 向政府及立法會提交帳目、年度報告及審計報告	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empower the Director of Audit to examine into the economy, efficiency and effectiveness of HFA in expending resources 授權審計署署長審查海濱管理局在動用資源履行其職能方面的經濟效益、效率及成效	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chairman of the Board and the Head of the executive arm to attend LegCo meetings upon LegCo's request 董事局主席和行政總裁須應立法會要求出席立法會會議	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consult the public on matters relating to the development and management of the harbourfront related facilities 就與海濱設施的發展及管理有關的事宜諮詢公眾	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct Board meetings openly except for confidential or commercially sensitive issues 除討論機密或商業敏感的議題外，董事局會議應公開進行	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The accountability measures of the proposed HFA 擬議成立的向公眾問責的措施	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
All members of the Board and committees to disclose their interest regularly 董事局和委員會所有成員均須定期披露自身的利益關係讓市民查閱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All members of the Board and committees to disclose their interest regularly 董事局和委員會所有成員均須定期披露自身的利益關係讓市民查閱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Include HFA and its committees in Schedule 1 of the Prevention of Bribery Ordinance; 把海濱管理局及其委員會納入《防止賄賂條例》附表 1 之內	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest 海濱管理局須向一名政府主要官員負責，並授權政府可在公眾利益方面給予指引	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views 成立委員會以處理審計、人力資源及財務、規劃及市場推廣等事宜；並成立諮詢會，以便蒐集市民的意見	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the accountability measures of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such measures.

如果您對擬議海濱管理局的公眾問責的措施持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對公眾問責的措施所持有的不同意見。

5. To what extent do you agree with the following financial arrangements for the proposed HFA:  
就擬議海濱管理局的財務安排，請表示您有多認同以下的財務安排建議：

The financial arrangements for the proposed HFA 擬議成立的海濱管理局的財務安排	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Capital injection and land allocated by the Government at nominal or reduced premium 政府提供注資及以象徵式或低於市值的地價撥給該局	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A dedicated fund be set aside within the Government that is roughly sufficient to cover the capital costs of the designated sites/projects, with further injection of capital funding to be considered having regard to the future development plans of HFA 在政府內部先預留一筆金額大概足以支付指定用地／項目的資本成本的專項基金，再因應海濱管理局日後的發展計劃考慮進一步注資	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects 向海濱管理局提供初期資助／創始基金，以支持譬如首五年的營運費用。如某項目獲確定為合適及可予實行，便可從專項基金中提取所須款項，有關項目向基金的撥款申請，與其他工務工程項目相若須獲立法會批准	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term 通過維持一個均衡的海濱項目組合，以達致長遠財政自給	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the financial arrangements of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such arrangements.

如果您對擬議海濱管理局的財務安排持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對財務安排所持有的不同意見。

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6. To what extent do you agree that the initial allocation of land to the proposed HFA for development and management should be relatively modest (see possible list in Q7 below) with the allocation of land to expand gradually to other suitable sites when it has accumulated experience, and build up its reputation and track record?

在擬議海濱管理局成立初期只宜相對審慎地撥出土地予其發展及管理（可以參考以下Q7的列表），待累積足夠經驗、建立聲譽及奠定良好往績後，再逐步拓展至其他合適及可用的用地，請表示您有多認同這個建議：

- ☐ Strongly agree      非常同意      ☐ Agree      同意  
☐ Neither agree nor disagree      既不同意也不是不同意  
☐ Disagree      不同意      ☐ Strongly disagree      非常不同意

7. To what extent do you agree that the following sites should be allocated to HFA:  
就可撥給海濱管理局的用地，請表示您有多認同以下的建議：

Potential sites which can be considered for allocation to the proposed HFA 可供考慮撥予擬議海濱管理局的用地	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
New Central harbourfront 中環新海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wanchai-North Point harbourfront 灣仔－北角海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarry Bay harbourfront 鯽魚涌海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kwun Tong harbourfront 觀塘海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hung Hom harbourfront 紅磡海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the land allocation arrangement of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such arrangements.

如果您對擬議海濱管理局的撥出土地安排持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對撥出土地安排所持有的不同意見。

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#### Advisory and Advocacy Functions

##### 諮詢和倡導職能

It is proposed that HFA will take over the current advisory and advocacy roles of the Harbourfront Commission (HC) in relation to the Harbourfront as a whole, allowing disbanding of HC to avoid confusion or the perception of multi-layering.

建議海濱管理局會肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能。在海濱管理局成立後解散海濱事務委員會，以免公眾混淆或架床疊屋。

8. To what extent do you agree that the HC should be disbanded after the establishment of HFA and for HFA to take over the current advisory and advocacy role of HC in relation to the Harbourfront?

就擬議成立的海濱管理局成立後解散海濱事務委員會，海濱管理局會肩負現時海濱事務委員會在海濱整體的諮詢和倡導方面的職能，請表示您有多認同這個建議：

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

If you disagree or strongly disagree with HFA taking over the advisory and advocacy functions of HC in future, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.

如果您對擬議海濱管理局將來肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能所持有的不同意見。

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**Executive Function**  
行政職能

9. To what extent do you agree that the proposed HFA should be empowered with the following executive functions –  
就擬議海濱管理局應獲賦予以下的行政職能，請表示您有多認同：

The executive functions for the proposed HFA 擬議成立的海濱管理局的 行政職能	Strongly agree 非常 同意	Agree 同意	Neither agree nor disagree 既不同意也 不是不同意	Disagree 不同意	Strongly disagree 非常 不同意
Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments 根據法定圖則的規劃、設計、建造、營運和管理獲撥予的用地。如有需要，管理局可提出修訂	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct project-level planning and prepare plans 進行項目層面的規劃和擬備圖則	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design, construct, operate, and manage harbourfront facilities at the allocated sites 設計、建造、營運及管理指定用地的海濱設施	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiate and oversee public engagement exercises and research and studies related to the development of allocated sites 發起和監督與發展撥予管理局的土地有關的公眾參與活動及相關的研究	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor the implementation and management of allocated sites 監察獲撥予土地和管理工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster temporary, quick-win or other enhancement projects 促進暫時性、短期或其他優化海濱項目	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. To what extent do you agree that the proposed HFA should build its own independent executive team and gradually phase out the government officers and replace them with suitable talents recruited from the private sector when the operation of HFA and its development of projects are on track?

當擬議海濱管理局的運作及其項目的發展踏上軌道，應建立自己的獨立行政隊伍，並逐步以聘自私人機構的合適專才，取代政府人員執行職務，請表示您有多認同這個建議？

- |   |            |  |       |
|---|------------|--|-------|
| <input type="checkbox"/> Strongly agree             | 非常同意       | <input type="checkbox"/> Agree             | 同意    |
| <input type="checkbox"/> Neither agree nor disagree | 既不同意也不是不同意 |  |       |
| <input type="checkbox"/> Disagree                   | 不同意        | <input type="checkbox"/> Strongly disagree | 非常不同意 |

If you disagree or strongly disagree with the proposals about the executive function of HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.  
如果您對海濱管理局的行政職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對管治和管理職能所持有的不同意見。

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Please indicate any other views you have about the roles of the proposed HFA.  
如您對擬議成立的海濱管理局之角色有任何其他的看法，請在下方說明。

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### **Other Feedback** **其他意見**

Please share with us any suggestions or views regarding any other aspect of the public engagement exercise.  
請與我們分享您對有關這個公眾參與活動的建議和意見。

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Please share with us any suggestions or views regarding this feedback form.  
請與我們分享您對這份回應問卷的建議和意見。

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Which of the following identities are you using to respond to this questionnaire?  
您是使用下述哪個身份回應這份問卷？

☐ Company (Please specify your type of business):  
公司 (請註明您的業務類型) :

☐ Organisation (Please specify the nature of your organisation):  
組織 (請註明您所屬組織的性質) :

☐ Individual 個人

Which age group do you belong to? 請問您是屬於那一個年齡組別？

- |                                       |                             |   |
|---------------------------------------|-----------------------------|---|
| <input type="radio"/> 18 歲以下 below 18 | <input type="radio"/> 18-29 | <input type="radio"/> 30-39               |
| <input type="radio"/> 40-49           | <input type="radio"/> 50-59 | <input type="radio"/> 60 歲或以上 60 or above |

Which district are you living in? 請問您居住在那一個地區？

- |  |  |
|--|--|
| <input type="radio"/> Central and Western Hong Kong Island 港島中西區 | <input type="radio"/> Southern Hong Kong Island 港島南區 |
| <input type="radio"/> Eastern Hong Kong Island 港島東區              | <input type="radio"/> Kowloon City 九龍城               |
| <input type="radio"/> Wan Chai 灣仔                                | <input type="radio"/> Shan Shui Po 深水埗               |
| <input type="radio"/> Kwun Tong 觀塘                               | <input type="radio"/> Yau Tsim Mong 油尖旺              |
| <input type="radio"/> Wong Tai Sin 黃大仙                           | <input type="radio"/> Kwai Tsing 葵青                  |
| <input type="radio"/> Islands 離島                                 | <input type="radio"/> Sai Kung 西貢                    |
| <input type="radio"/> North New Territories 新界北區                 | <input type="radio"/> Tai Po 大埔                      |
| <input type="radio"/> Sha Tin 沙田                                 | <input type="radio"/> Tuen Mun 屯門                    |
| <input type="radio"/> Tsuen Wan 荃灣                               | <input type="radio"/> Tourist 遊客                     |
| <input type="radio"/> Yuen Long 元朗                               |  |

We look forward to receiving your views. Please send us your views through the channels below on or before 24 December 2014:

我們期待收到你的意見。請透過以下途徑在 2014年12月24日或之前遞交你的意見：

Email 電郵：hape@hfc.org.hk

Fax 傳真：2110 0841

Post: 17/F, West Wing, Central Government Offices, 2 Tim Mei Avenue, Tamar, Hong Kong  
郵遞：香港添馬添美道二號政府總部西翼十七樓

Thank you very much for your participation!  
非常感謝您的參與！