

# **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 I 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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## **Executive Summary**

### **Quantitative feedback**

A total of 304 usable feedback questionnaires were received, excluding a duplicate questionnaire sent by fax and mail. All responses are included unless excluded as a duplicate.

### **Qualitative analysis of the open-ended comments from the feedback questionnaires and all the other feedback received**

All open-ended comments received during the engagement process were divided into eight channels: Public Fora (PF), which 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; Public consultative platforms (PCP), such as LegCo or District Council meetings; Event (E): events including conferences, round tables, seminars and briefings other than PFs or PCPs; Written submissions (WSL): written submissions including either by soft or hard copies with an organization or company letterhead, sent by letters, fax or email to the Government with explicit corporate or association identification; Written submissions (WSNL): written submissions including either by soft or hard copies without an organization or company letterhead. All these written submissions were sent by letters, fax or email to the Government without any explicit corporate or association identification; Feedback questionnaires (Q): written comments in the feedback questionnaires; Media (M): comments from summaries from printed media and broadcasting; Internet and Social Media (W): comments from webpages - included if they are covered by WiseNews during the consultation period.

The qualitative analysis used the nVivo software and is based on a framework that was developed by the SSRC 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.

## **Last Visit**

Slightly over half of the respondents reported that their last visit to any part of the Victoria Harbourfront (including waterfront parks and promenades) was within the last month, followed by a third within the last year. A tiny proportion of them reported that they had never visited before.

## **Whether the design and operation of the existing promenades and the facilities met respondents' aspirations for the Harbourfront**

Less than 10% of the respondents reported that the design and operation of the existing promenades and the facilities therein fully met their aspirations for the Harbourfront. Similar proportions of the respondents reported that the design and operation somewhat met or only partially met their aspirations for the Harbourfront. A small proportion reported that the design and operation did not meet their aspirations at all.

## **Shared aspirations for the Victoria Harbourfront**

A strong majority of respondents reported that they somewhat or completely shared the following seven aspirations for the Victoria Harbourfront:

- (i) People-oriented public open space
- (ii) Sustainable
- (iii) Easily accessible
- (iv) Harbourfront for the people
- (v) A quality destination that Hong Kong can be proud of
- (vi) Creative and innovative in design and operations
- (vii) Vibrant with diversified activities and events

Respondents who live in harbourfront districts were more likely to completely/somewhat share aspiration of “vibrant with diversified activities and events” for the Victoria Harbourfront than the respondents who are living in non-harbourfront districts. For “Vibrant with diversified activities and events”, there were 35 comments in agreement and 2 comments that disagreed. For “Creative and innovative in design and operations”, there were 10 comments, all in agreement. For “Easily accessible”, there were 26 comments, all in agreement. For “Sustainable”,

there were 14 comments, all in agreement. For “Harbourfront for the people”, there were 20 comments, all in agreement. For “People-oriented public open space”, there were 15 comments, all in agreement. For “A quality destination that Hong Kong can be proud of”, there were 19 comments, all in agreement.

### **Other aspirations for the Victoria Harbourfront**

There were 34 comments about inclusion in the Harbourfront of commercial elements, with 18 comments supporting that these elements should be included or increased and 16 comments supporting they should be excluded or decreased. There were 32 comments about positioning the Harbourfront as a tourist spot, with 19 comments in support and 13 comments against. There were 27 comments about the Harbourfront as a clean and green zone, all of which were in support. There were 22 comments about cycling facilities on the Harbourfront, 21 in support and one opposed. There were 22 comments about connecting up the Harbourfront, 20 in support and two opposed. There were 20 comments about catering on the Harbourfront, 19 in support and one opposed. There were 15 comments water sports and leisure facilities on the Harbourfront, all in favour. There were 12 comments about space for entertainment and performing arts along the Harbourfront, all in favour. There were 11 comments about having open-space or track for leisure walking and jogging, all in support. There were 10 comments about more public participation in the planning process for the Harbourfront, all in favour. There were 10 comments about allowing pets along the Harbourfront, all in support.

### **Awareness of the existence and roles of the Harbourfront Commission**

Only one fifth of the respondents reported that they were fully aware of the existence and roles of the Harbourfront Commission, while over half of them had generally heard of the Commission. The remaining one-fifth of them were not aware of it at all. Individual respondents were less likely to be aware of the existence and roles of the Harbourfront Commission than the respondents who responded to the questionnaire using an organization or a company identity. Older individual respondents (i.e. aged 40 or above) were more likely to be aware of the existence and roles of the Harbourfront Commission than younger individual respondents (i.e. aged 39 or below).

### **Existing Harbourfront development and management model**

Of the 63 comments that related to the existing Harbourfront development and management model, 60 were negative and only 3 were positive. Of the 60 negative comments, 34 related to problems with the existing Government build-and-operate model, 11 of which stated that the existing management model is bureaucratic and 11 were concerned about “lack of inter-departmental and cross-sectoral coordination.

### **Agreement that a dedicated agency would yield the three advantages**

A strong majority of the respondents agreed or strongly agreed that a dedicated agency would yield the following three advantages that were identified by the Harbourfront Commission:

- Avoid civil service-wide fiscal and human resources constraints, allowing the development to be expedited to better meet public demand;
- Promote creativity and diversity in designing the Harbourfront; and
- Allow more flexible, tailor-made management rules, allowing facilities like restaurants and cafés to be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.

Only a small proportion of them disagreed or strongly disagreed.

### **Necessity for Hong Kong to establish the Harbourfront Authority**

Of 171 comments that related to the necessity for Hong Kong to establish the Harbourfront Authority, 137 were supportive and 34 were not supportive. Amongst the 137 comments that support, 25 identified the need to “plan, design, develop, operate and manage harbourfront sites holistically”, 24 identified the need to “Reduce bureaucratic red-tape”, 13 wanted to “facilitate inter-departmental and cross-sectorial coordination”, 13 wanted to “promote community involvement”, 12 wanted to “accommodate innovative ideas and designs”, 11 wanted to “improve efficiency by having a dedicated authority with clear and specified organizational goal” and 11 wished to “adopt a place-making approach and manage the sites with flexibility”. Of the 34 comments with reasons not to support, 18 were that they were “skeptical about the effectiveness of the proposed Harbourfront Authority”.

### **Level of agreement that a dedicated body should be the way forward**

A strong majority of the respondents agreed or strongly agreed that a dedicated body should be the way forward, while very few disagreed or strongly disagreed.

### **Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

Over three quarters of the respondents agreed or strongly agreed that a dedicated body should take over the roles of the Harbourfront Commission, while 13 respondents disagreed or strongly disagreed. Further, the remaining respondents neither agreed nor disagreed with a dedicated body. Older individual respondents were more likely to agree or strongly agree that a dedicated body should take over the roles of the Harbourfront Commission, a dedicated agency would yield the three advantages and that a dedicated body should be the way forward than younger individual respondents.

### **Model for the Harbourfront Authority**

Of the 214 comments that related to preferences for the model for the Harbourfront Authority, for maintaining the status quo, there were 2 submissions and one reason in favour and no submissions opposed, while for disbanding the existing Harbourfront Commission, there were 8 submissions that preferred disbandment and one did not prefer. The 8 submissions that preferred this approach provided a total of 7 reasons. The one submission that did not prefer this approach gave 3 reasons. For retaining the existing Harbourfront Commission, there were 3 submissions in favour of retaining and none opposed. The 3 submissions in favour provided 2 reasons. For the proposed Harbourfront Authority to be a statutory body with an independent executive arm, there were 9 submissions and a total of 6 reasons in support and no submissions against. For the proposed Harbourfront Authority to be a statutory body served by a dedicated multi-disciplinary Government Office, there was one submission in favour that provided one reason and no submissions opposed. There were 59 comments about the accountability of the proposed HA, including 21 comments that “The proposed HA should be subject to public scrutiny and must be accountable to the public, 13 comments that “A check and balance mechanism is needed” and 10



comments that “the proposed HA should prevented from having excessive power and being unregulated”. For the scope of the proposed HA, there were 53 comments, of which 42 were about coordination, including 18 comments about “proposed HA granted adequate power to coordinate the harbourfront development” and 12 comments about the need to “avoid overlap with the Town Planning Board and other statutory bodies”. For the composition of the proposed Harbourfront authority, there were 47 comments including 37 comments about the composition of the governing board, of which there were 11 submissions in favour of following the principle of broad-based representation and 10 comments in favour of including District Councillors. There were 35 comments about the financial model of the proposed HA, of which 17 were that “The funding for HA should be sustainable and sufficient to handle its daily tasks”.

### **Other aspects of the Harbourfront Authority**

Of the 78 comments that related to other aspects of the proposed Harbourfront Authority, 22 comments were about concerns over meeting the set objectives, 18 comments were about concerns over proper management and 10 were about concerns over progress of establishing the proposed Harbourfront authority. Among the 22 comments about meeting the set objectives, 10 were about striking a balance between social objectives and commercial principles and 10 were that the proposed authority should not become profit-oriented.

### **Public engagement process**

Of the 90 comments related to the public engagement process, 80 were concerns about “Insufficient information on the detailed arrangements of the proposed Harbourfront Authority”, including 18 comments about “lack of detail on the role and power of the proposed HA”, 12 comments that “some terms and concepts in the Phase I PE digest are not defined in detail”, and 11 comments were “lack of detail in financial model of the proposed HA”.

## **Consensus**

There was a clear consensus:

1. That the existing design and operation of the existing promenades and the facilities did not fully meet their aspirations for the Harbourfront
2. Supporting the seven shared aspirations for the Harbourfront
3. Identifying problems with the existing Harbourfront development and management model
4. The necessity for Hong Kong to establish the Harbourfront Authority
5. That a dedicated agency would yield the three advantages that were identified by the Harbourfront Commission and was the preferred way forward
6. The consultation provided insufficient information on the detailed arrangements for the proposed Harbourfront Authority

## **Overall**

Overall, this makes clear that there is public support for the second stage of the consultation, to discuss the detailed arrangements for the proposed Harbourfront Authority, which needs to address those who are still skeptical about the effectiveness of the proposed Harbourfront Authority.

## **Chapter 1: Introduction**

### **1.1 Background**

The Development Bureau (DEVB) of the Government of the Hong Kong Special Administrative Region has launched a public engagement exercise for establishing a Harbourfront Authority in Hong Kong. The Public Engagement consists of two phases. 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, analyse and report views of various stakeholder groups, including those of the general public, expressed during the Public Engagement.

### **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, Ms. Lee Hiu Ling, Ms. Rachel Lui, Mr. Danny Chan and Mr. Benjamin Li and logistics support from all the staff of HKUSSRC.

### **1.3 Engagement Process**

The Phase I Engagement Process started on 4<sup>th</sup> October 2013, with all feedback collected before the closing date 4<sup>th</sup> January 2014 included in the analysis<sup>1</sup>. During the Phase I Engagement Process, 4 public forums, 10 meetings with Legislative Council and District Councils and 14 meetings or workshops with the stakeholders. were organized (Please refer to Annex A: List of Events).

### **1.4 Types of Feedback Received**

The HKUSSRC assisted the DEVB in designing a bilingual feedback questionnaire for wide distribution in the community. It was designed to be simple enough to be understood by anyone with secondary education. The form was also made available as

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<sup>1</sup> One submission received from the Society for Protection of the Harbour before the start of the PE process has been included, at the request of DEVB

a PDF version for download to facilitate widespread use. In addition, the public was encouraged to make written submissions, and feedback questionnaires, on-line forum and printed media. Lastly, the HKUSSRC was invited to attend 26 events during the Engagement Process and those events were recorded and summarized by the HKUSSRC as an important source of feedback during the Engagement Process by stakeholders. The 26 events included 4 public fora, 10 District Council meetings, the Development Panel of the Legislative Council meeting and 12 conferences/round tables/seminars/briefings. HKUSSRC was not invited to attend the briefing for the Business and Professional Federation of Hong Kong, so a brief summary was provided by the DEVB. Lastly, all participation in the engagement events during the engagement process was recorded and summarized as an important source of feedback by stakeholders.

### **1.5 Analysis of Feedback**

The feedback provided using the feedback questionnaire (other than open-ended comments) was processed and analyzed using quantitative methods and the results can be found in Chapter 2 with the feedback questionnaire in Annex H. All other feedback was analyzed using qualitative methods based on the framework and can be found in Chapter 3 with the framework found in Annex G.

## Chapter 2: Results of the Feedback Questionnaire

A total of 304 usable feedback questionnaires were received as at 4<sup>th</sup> January 2014, excluding a duplicate questionnaire sent by fax and mail.

It is important to note that the feedback 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>2</sup>.

The feedback questionnaire consists of seven main questions. Firstly, respondents were asked when they last visited the Victoria Harbourfront. Secondly they were asked to rate the design and operation of the existing promenades and whether the facilities met the level of their aspirations for the Harbourfront. Following this, respondents were asked to rate their degree of sharing for each of the following aspirations of the Victoria Harbourfront identified by the Harbourfront Commission:

- (i) Vibrant with diversified activities and events;
- (ii) Creative and innovative in design and operations;
- (iii) Easily accessible;
- (iv) Sustainable;
- (v) Harbourfront for the people;
- (vi) People-oriented public open space; and
- (vii) A quality destination that Hong Kong can be proud of.

Respondents were also encouraged to provide additional aspirations for Victoria Harbourfront, which are analyzed in Chapter 3.

The public engagement digest (“digest” thereafter) states that the Harbourfront Commission believes that the establishment of a dedicated Harbourfront Authority to take forward harbourfront enhancement from planning, design and construction to

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<sup>2</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.

operation and management, will achieve the following advantages:

- Avoid civil service-wide fiscal and human resources constraints, allowing the development to be expedited to better meet public demand.
- Promote creativity and diversity in designing the Harbourfront.
- Allow more flexible, tailor-made management rules, allowing facilities like restaurants and cafés to be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.

Respondents were asked to rate their level of agreement that a dedicated agency would yield the above-mentioned advantages and that a dedicated body should be the way forward. If respondents disagreed or strongly disagreed, they were encouraged to provide further feedback on their reason and/or concerns, which are analyzed in Chapter 3.

The digest further mentioned that one key element to be decided about the proposed dedicated body is whether it should take over the existing advisory and advocacy roles of the Harbourfront Commission. Respondents were asked to rate their awareness of the existence and roles of the Harbourfront Commission. Then respondents were asked to rate their agreement that a dedicated body should take over the roles of the Harbourfront Commission. If respondents disagreed or strongly disagreed, they were encouraged to provide further feedback on their reason and/or concerns, which are analyzed in Chapter 3.

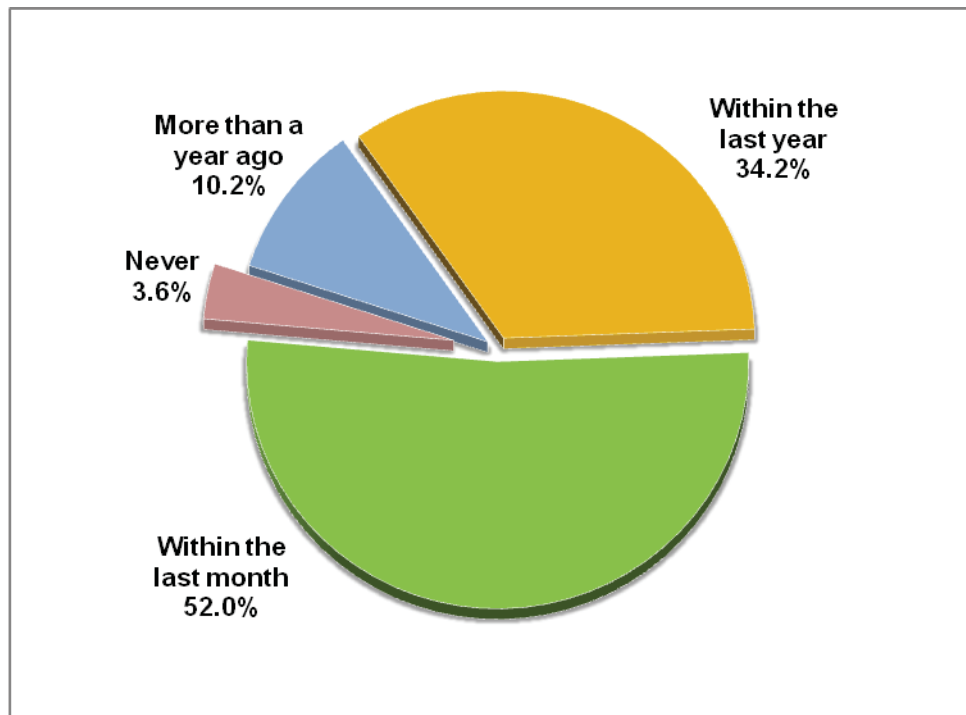
Respondents were also encouraged to provide further feedback or additional comments on the roles of the proposed dedicated body, such as their reasons for preferring a particular model or approach or other suggested models or approaches, which are analyzed in Chapter 3.

Lastly, respondents were asked to provide their personal particulars including their identity used for responding to the questionnaire, and their age group and residential district for those responding as individuals.

## 2.1 Last visit to the Victoria Harbourfront

Figure 2.1 shows that slightly over half of the respondents reported that their last visit to any part of the Victoria Harbourfront (including waterfront parks and promenades) was within the last month, followed by a third (34.2%) within the last year. A tiny proportion of them (3.6%) reported that they had never visited before.

**Figure 2.1** Last visited the Harbourfront

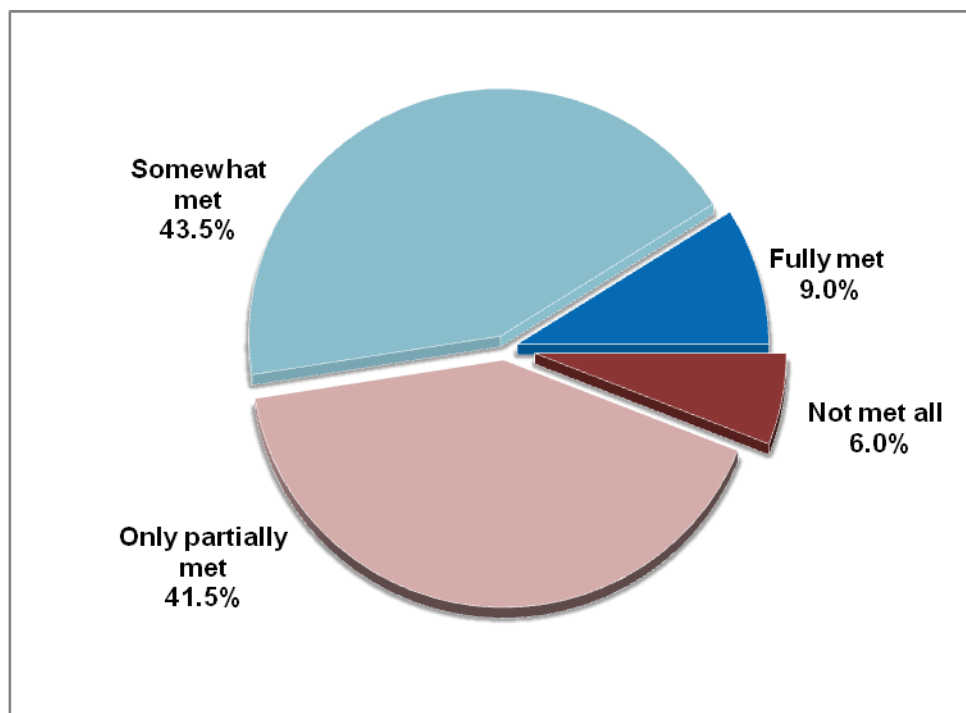


(Base: 304 feedback questionnaires)

## 2.2 Whether the design and operation of the existing promenades and the facilities met respondents' aspirations for the Harbourfront

Figure 2.2 shows that less than 10% of the respondents (9.0%) reported that the design and operation of the existing promenades and the facilities therein fully met their aspirations for the Harbourfront. Similar proportions of the respondents reported that the design and operation somewhat met (43.5%) or only partially met (41.5%) their aspirations for the Harbourfront. A small proportion (6.0%) reported that the design and operation did not meet their aspirations at all.

**Figure 2.2 Whether the promenades and facilities met respondents' aspirations for the Harbourfront**



(Base: 301 feedback questionnaires excluding 3 missing data)

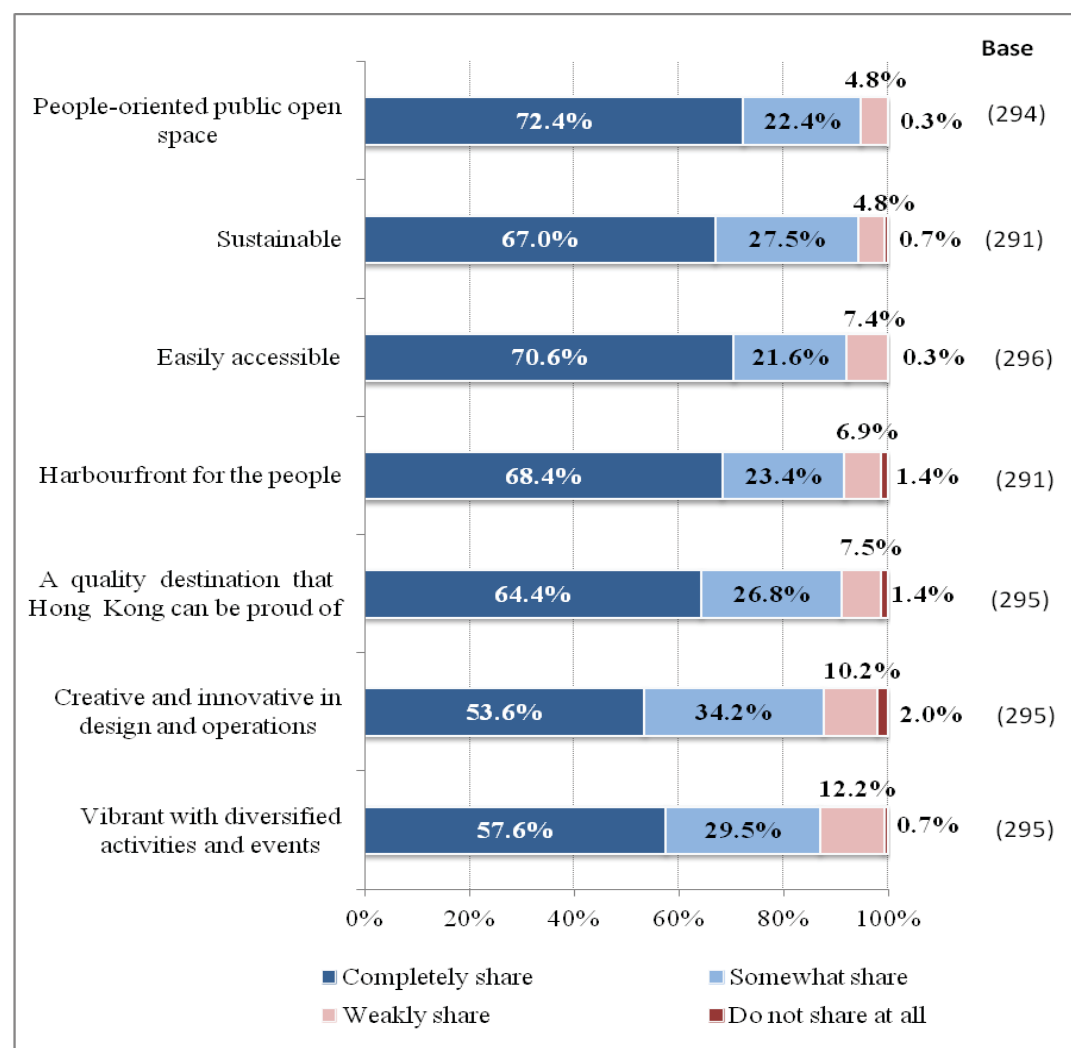


## 2.3 Shared aspirations for the Victoria Harbourfront

Among 304 respondents, Figure 2.3 shows that a strong majority of them reported that they somewhat or completely shared the following seven aspirations for the Victoria Harbourfront:

- (viii) People-oriented public open space (Completely or somewhat share: 94.9% vs weakly share or not share at all: 5.1%)
- (ix) Sustainable (94.5% vs 5.5%)
- (x) Easily accessible (92.2% vs 7.8%)
- (xi) Harbourfront for the people (91.8% vs 8.2%)
- (xii) A quality destination that Hong Kong can be proud of (91.2% vs 8.8%)
- (xiii) Creative and innovative in design and operations (87.8% vs 12.2%)
- (xiv) Vibrant with diversified activities and events (87.1% vs 12.9%)

**Figure 2.3 Sharing of seven aspirations for the Victoria Harbourfront**



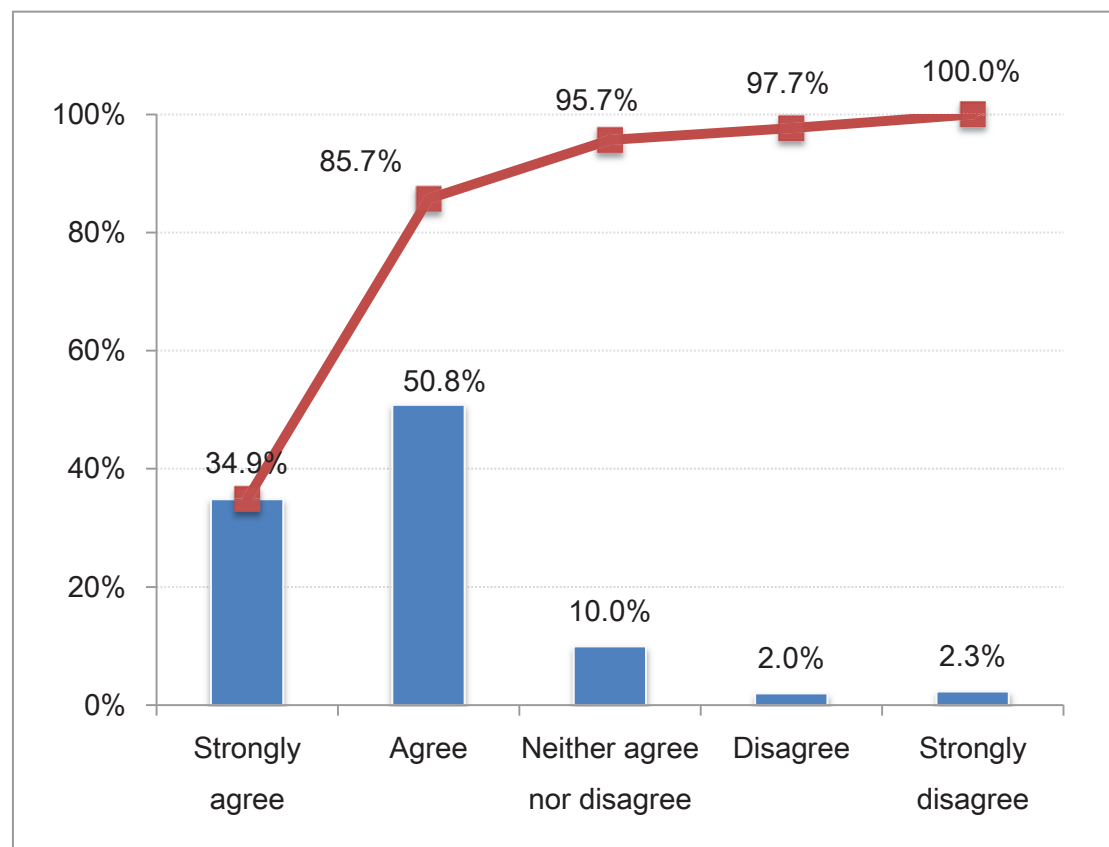
## 2.4 Agreement that a dedicated agency would yield the three advantages

Figure 2.4 shows that a strong majority of the respondents (85.7%) agreed or strongly agreed that a dedicated agency would yield the following three advantages that were identified by the Harbourfront Commission:

- Avoid civil service-wide fiscal and human resources constraints, allowing the development to be expedited to better meet public demand;
- Promote creativity and diversity in designing the Harbourfront; and
- Allow more flexible, tailor-made management rules, allowing facilities like restaurants and cafés to be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.

Only a small proportion of them (4.3%) disagreed or strongly disagreed.

**Figure 2.4** Level of agreement that a dedicated agency would yield the three advantages

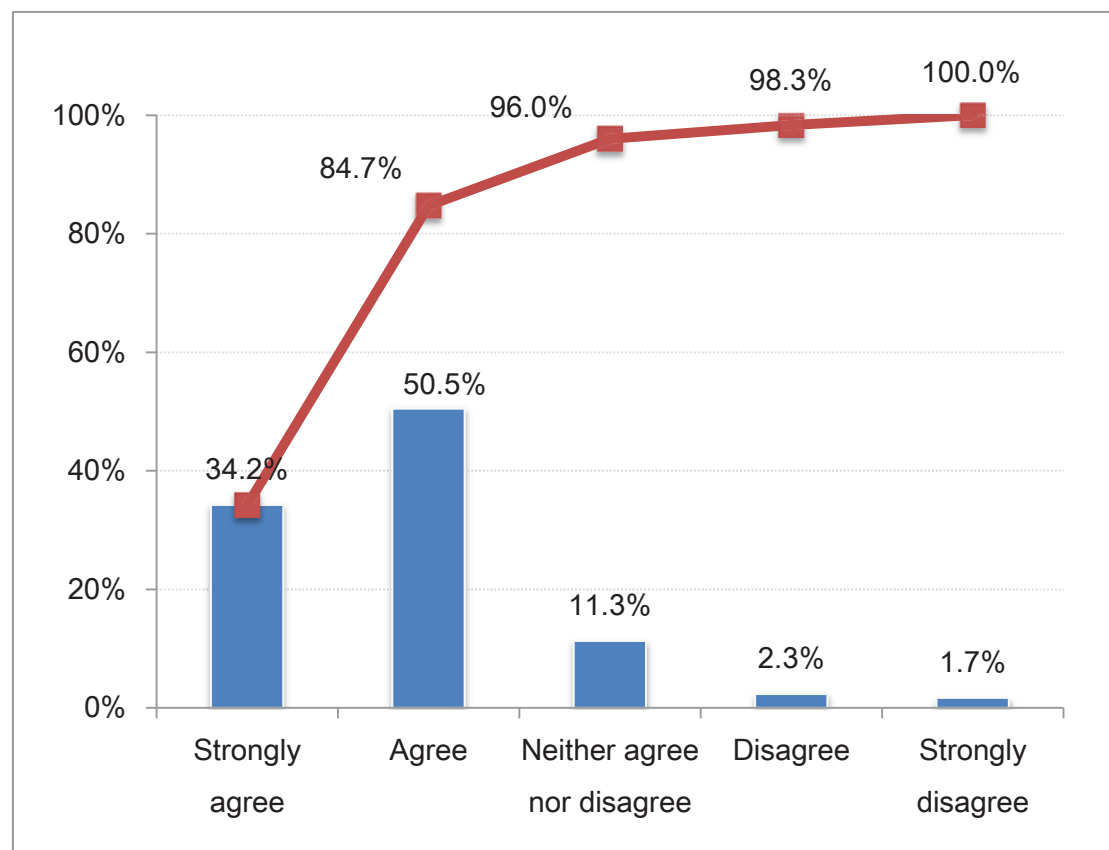


(Base: 301 feedback questionnaires excluding 3 missing data)

## 2.5 Level of agreement that a dedicated body should be the way forward

Figure 2.5 shows that a strong majority of the respondents (84.7%) agreed or strongly agreed that a dedicated body should be the way forward, while only 4% disagreed or strongly disagreed.

**Figure 2.5** Level of agreement that a dedicated body should be the way forward

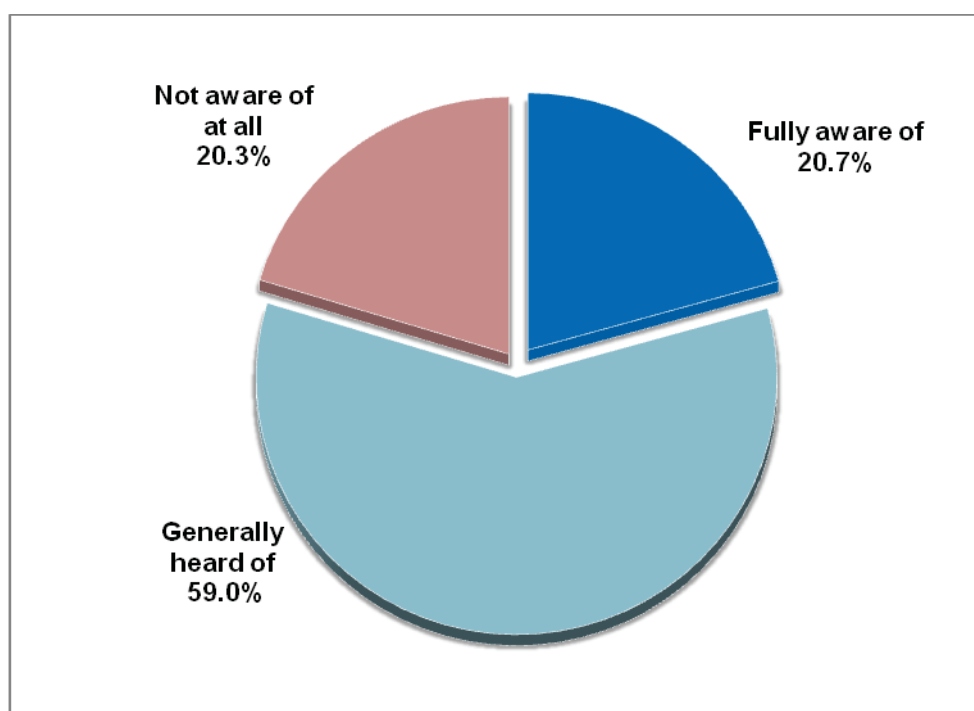


(Base: 301 feedback questionnaires excluding 3 missing data)

## 2.6 Awareness of the existence and roles of the Harbourfront Commission

Figure 2.6 shows that only one fifth of the respondents (20.7%) reported that they were fully aware of the existence and roles of the Harbourfront Commission, while over half of them (59.0%) had generally heard of the Commission. The remaining one-fifth of them (20.3%) were not aware of it at all.

**Figure 2.6 Awareness of the existence and roles of the Harbourfront Commission**

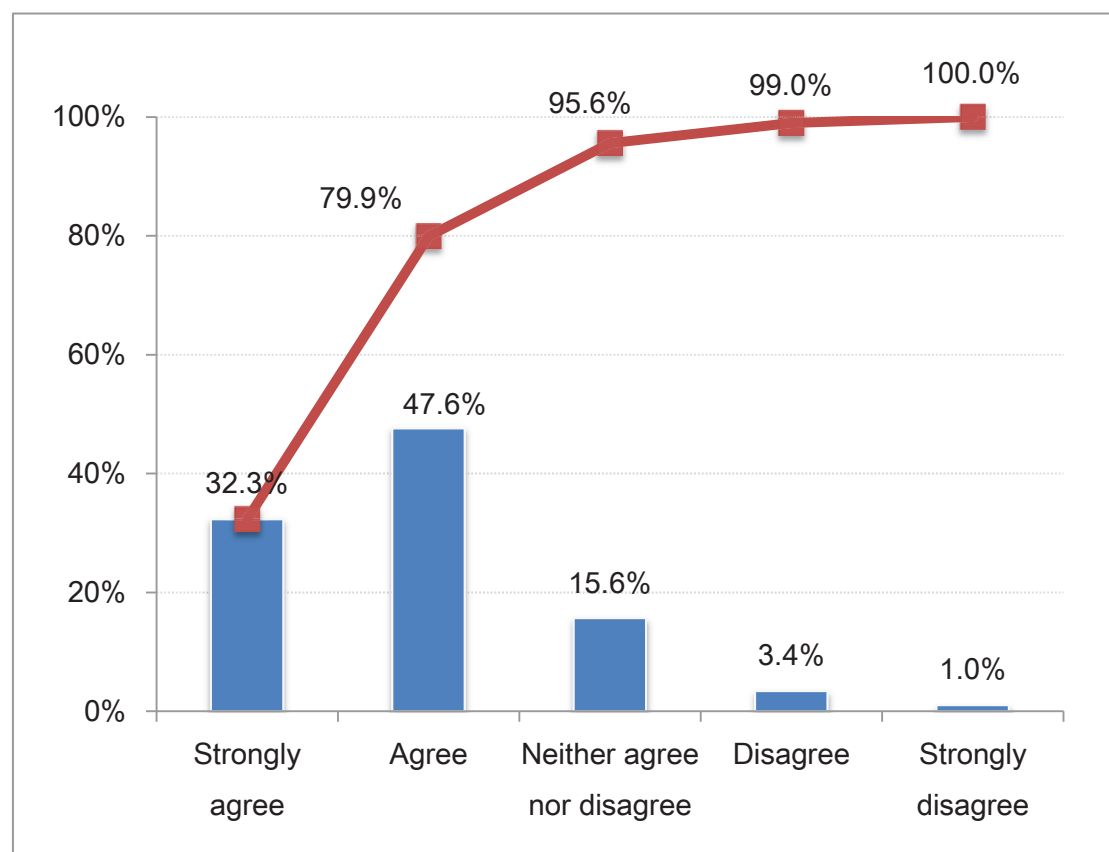


(Base: 295 feedback questionnaires excluding 9 missing data)

## 2.7 Agreement that a dedicated body should take over the roles of the Harbourfront Commission

Figure 2.7 shows that over three quarters of the respondents (79.9%) agreed or strongly agreed that a dedicated body should take over the roles of the Harbourfront Commission, while 13 respondents (4.4%) respondents disagreed or strongly disagreed. Further, the remaining (15.6%) respondents neither agreed nor disagreed with a dedicated body.

**Figure 2.7 Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

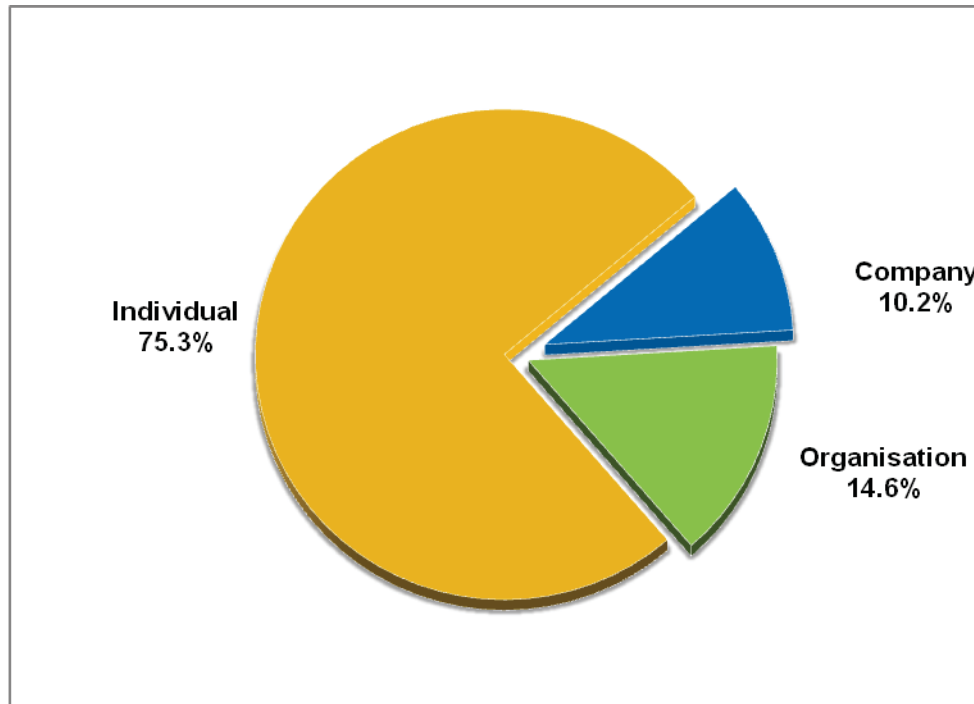


(Base: 294 feedback questionnaires excluding 10 missing data)

## 2.8 Demographics

Figure 2.8 shows that three quarters of the respondents (75.3%) responded to this questionnaire as individuals, while the rest were using an organization (14.6%) or a company (10.2%) identity to respond.

**Figure 2.8 Identity to respond to the questionnaire**

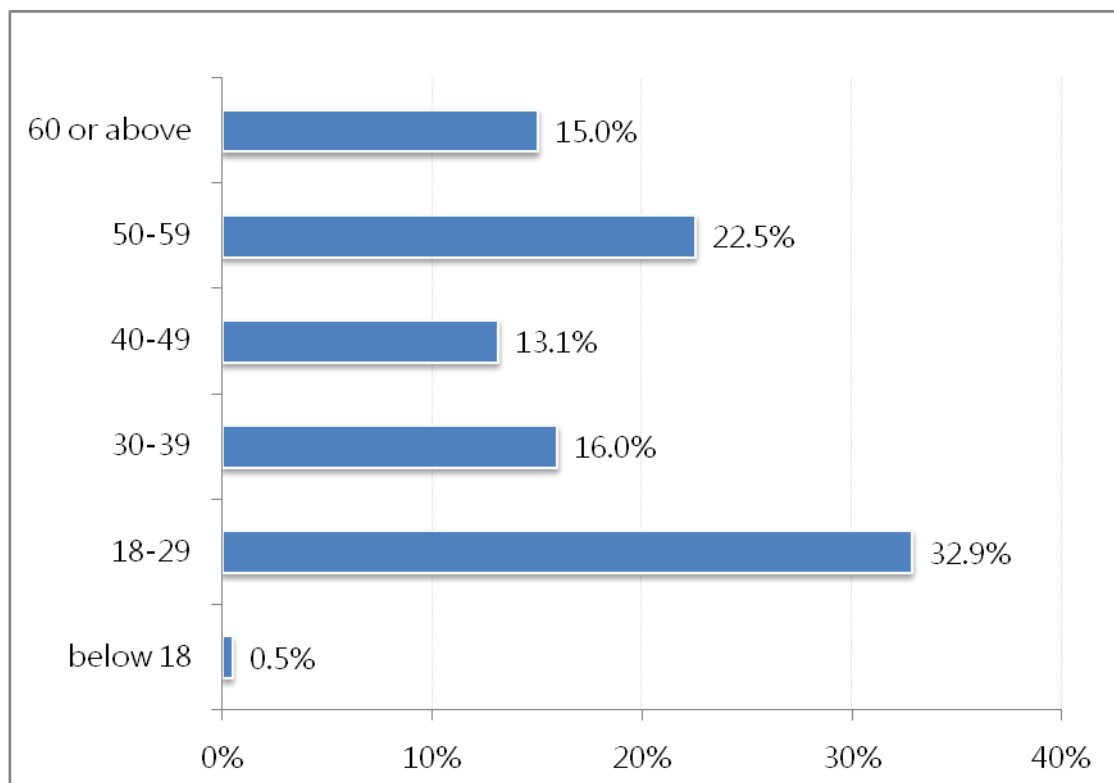


(Base: 295 feedback questionnaires excluding 9 missing data)

For the following analysis by age group, those respondents who responded to this questionnaire using an organization or a company identity were excluded.

Among those individual respondents, Figure 2.9 shows that about a third of them (32.9%) were aged between 18 and 29, followed by over one-fifth of them (22.5%) aged between 50 and 59.

**Figure 2.9** Age group

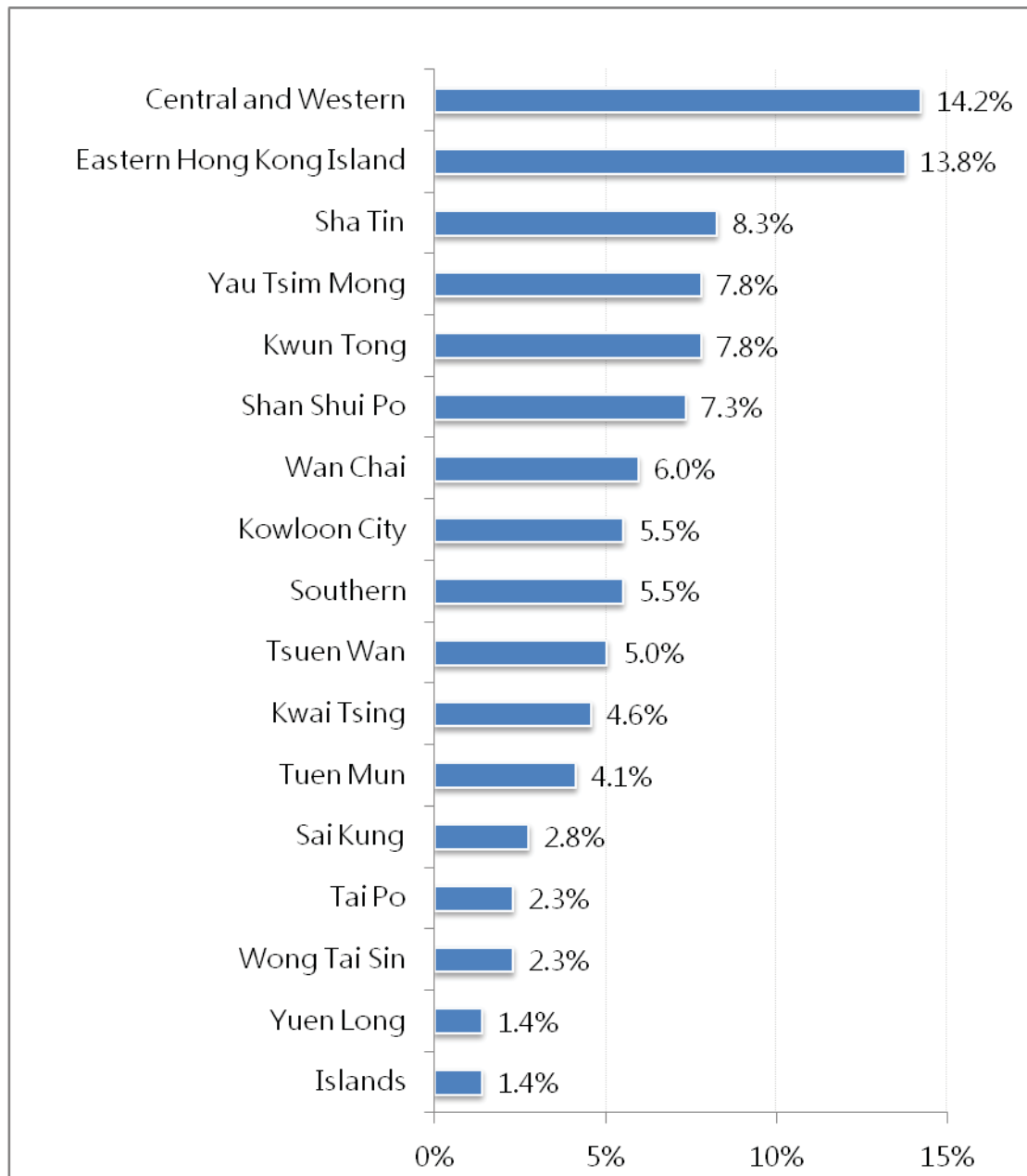


(Base: 213 feedback questionnaires excluding 73 company or organization and 18 missing data)

For the following analysis by residential district, those respondents who responded to this questionnaire using an organization or a company identity were excluded.

Among those individual respondents, Figure 2.10 shows that over a quarter of them (28.0%) were living in Central and Western or Eastern Hong Kong Island.

**Figure 2.10 Residential district**



(Base: 218 feedback questionnaires excluding 73 company or organization and 13 missing data)



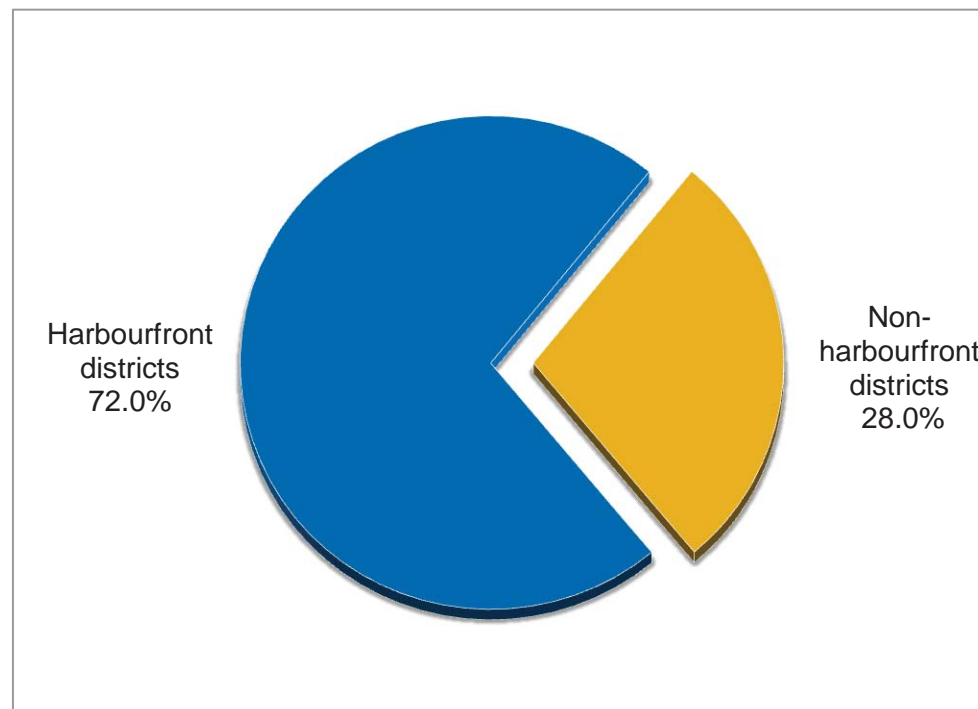
Figure 2.11 shows the individual respondents who were living in the following nine districts that have some shoreline within the Victoria Harbour and are labelled as “harbourfront districts”:

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

The following other eight districts were 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; and | (viii) Tai Po.  |

**Figure 2.11 Proportion of the respondents who were living in harbourfront and non-harbourfront districts**



(Base: 218 feedback questionnaires excluding 73 company or organization and 13 missing data)

## 2.9 Comparisons across the three types of respondent

Table 2.1 shows that the individual respondents were less likely to be aware of the existence and roles of the Harbourfront Commission than the respondents who responded to the questionnaire using an organization or a company identity.

**Table 2.1 Awareness of the existence and roles of the Harbourfront Commission**

Identity responding to this questionnaire	Base	Awareness of the existence and roles of the Harbourfront Commission		
		Fully aware of	Generally heard of	Not aware of at all
Company	29	34.5%	62.1%	3.4%
Organisation	43	20.9%	65.1%	14.0%
Individual	216	19.0%	57.4%	23.6%

Tables 2.2 to 2.13 show that there are no important differences across the three identities for the following domains.

**Table 2.2 Last visited the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Last visited the Victoria Harbourfront	
		Never / More than a year ago / Within the last year	Within the last month
Company	30	33.3%	66.7%
Organisation	43	44.2%	55.8%
Individual	222	49.5%	50.5%

**Table 2.3 Whether the promenades and the facilities met respondents' aspirations for the Harbourfront**

Identity responding to this questionnaire	Base	Whether the promenades and the facilities met respondents' aspirations for the Harbourfront	
		Fully met / Somewhat met	Only partially met / Not met all
Company	30	50.0%	50.0%
Organisation	43	58.1%	41.9%
Individual	219	52.1%	47.9%

**Table 2.4 Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	28	82.1%	17.9%
Organisation	43	81.4%	18.6%
Individual	215	88.4%	11.6%

**Table 2.5 Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	28	85.7%	14.3%
Organisation	43	83.7%	16.3%
Individual	215	88.8%	11.2%

**Table 2.6 Easily accessible as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Easily accessible as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	27	85.2%	14.8%
Organisation	43	81.4%	18.6%
Individual	217	95.4%	4.6%

**Table 2.7 Sustainable as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Sustainable as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	27	88.9%	11.1%
Organisation	42	95.2%	4.8%
Individual	214	95.3%	4.7%

**Table 2.8 Harbourfront for the people as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	Harbourfront for the people as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	26	88.5%	11.5%
Organisation	41	85.4%	14.6%
Individual	215	93.0%	7.0%

**Table 2.9 People-oriented public open space as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	People-oriented public open space as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	28	92.9%	7.1%
Organisation	41	97.6%	2.4%
Individual	215	94.9%	5.1%

**Table 2.10 A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront**

Identity responding to this questionnaire	Base	A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Company	28	89.3%	10.7%
Organisation	42	90.5%	9.5%
Individual	216	91.7%	8.3%

**Table 2.11 Agreement that a dedicated agency would yield the three advantages**

Identity responding to this questionnaire	Base	Agreement that a dedicated agency would yield the three advantages		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
Company	29	100.0%	0.0%	0.0%
Organisation	43	83.7%	7.0%	9.3%
Individual	220	84.5%	11.4%	4.1%

**Table 2.12 Agreement that a dedicated body should be the way forward**

Identity responding to this questionnaire	Base	Agreement that a dedicated body should be the way forward		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
Company	29	100.0%	0.0%	0.0%
Organisation	43	83.7%	7.0%	9.3%
Individual	220	83.2%	13.2%	3.6%

**Table 2.13 Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

Identity responding to this questionnaire	Base	Agreement that a dedicated body should take over the roles of the Harbourfront Commission		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
Company	29	96.6%	3.4%	0.0%
Organisation	42	76.2%	14.3%	9.5%
Individual	216	79.2%	16.7%	4.2%

## 2.10 Comparisons across age groups

Table 2.14 shows that older individual respondents (i.e. aged 40 or above) were more likely to be aware of the existence and roles of the Harbourfront Commission than younger individual respondents (i.e. aged 39 or below).

**Table 2.14 Age group of individual respondents by awareness of the existence and roles of the Harbourfront Commission**

Age group	Base	Awareness of the existence and roles of the Harbourfront Commission		
		Fully aware of	Generally heard of	Not aware of at all
29 or below	70	1.4%	58.6%	40.0%
30-39	34	14.7%	41.2%	44.1%
40-49	27	33.3%	59.3%	7.4%
50-59	46	32.6%	58.7%	8.7%
60 or above	31	32.3%	61.3%	6.5%

Tables 2.15, 2.16 and 2.17 shows that older individual respondents were more likely to agree or strongly agree that a dedicated body should take over the roles of the Harbourfront Commission, a dedicated agency would yield the three advantages and that a dedicated body should be the way forward than younger individual respondents.

**Table 2.15 Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

Age group	Base	Agreement that a dedicated body should take over the roles of the Harbourfront Commission		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
29 or below	69	71.0%	20.3%	8.7%
30-39	34	70.6%	26.5%	2.9%
40-49	27	77.8%	22.2%	0.0%
50-59	46	91.3%	6.5%	2.2%
60 or above	32	87.5%	9.4%	3.1%

**Table 2.16 Agreement that a dedicated agency would yield the three advantages**

Age group	Base	Agreement that a dedicated agency would yield the three advantages		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
29 or below	71	78.9%	15.5%	5.6%
30-39	34	79.4%	17.6%	2.9%
40-49	28	89.3%	10.7%	0.0%
50-59	47	89.4%	6.4%	4.3%
60 or above	31	90.3%	6.5%	3.2%

**Table 2.17 Agreement that a dedicated body should be the way forward**

Age group	Base	Agreement that a dedicated body should be the way forward		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
29 or below	71	80.3%	15.5%	4.2%
30-39	34	79.4%	17.6%	2.9%
40-49	28	89.3%	10.7%	0.0%
50-59	47	85.1%	10.6%	4.3%
60 or above	31	87.1%	9.7%	3.2%



Tables 2.18 to 2.28 show that there are no important differences across the age groups for the following domains.

**Table 2.18 Last visited the Victoria Harbourfront**

Age group	Base	Last visited the Victoria Harbourfront	
		Never / More than a year ago / Within the last year	Within the last month
29 or below	71	42.3%	57.7%
30-39	34	55.9%	44.1%
40-49	28	42.9%	57.1%
50-59	48	52.1%	47.9%
60 or above	32	50.0%	50.0%

**Table 2.19 Whether the promenades and the facilities met respondents' aspirations for the Harbourfront**

Age group	Base	Whether the promenades and the facilities met respondents' aspirations for the Harbourfront	
		Fully met / Somewhat met	Only partially met / Not met all
29 or below	71	54.9%	45.1%
30-39	34	52.9%	47.1%
40-49	28	32.1%	67.9%
50-59	46	50.0%	50.0%
60 or above	31	51.6%	48.4%

**Table 2.20 Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront**

Age group	Base	Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	70	85.7%	14.3%
30-39	34	85.3%	14.7%
40-49	27	96.3%	3.7%
50-59	45	88.9%	11.1%
60 or above	30	90.0%	10.0%

**Table 2.21 Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront**

Age group	Base	Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	70	87.1%	12.9%
30-39	34	85.3%	14.7%
40-49	27	92.6%	7.4%
50-59	45	88.9%	11.1%
60 or above	30	93.3%	6.7%

**Table 2.22 Easily accessible as a common aspiration for the Victoria Harbourfront**

Age group	Base	Easily accessible as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	71	95.8%	4.2%
30-39	34	94.1%	5.9%
40-49	27	96.3%	3.7%
50-59	46	93.5%	6.5%
60 or above	30	96.7%	3.3%

**Table 2.23 Sustainable as a common aspiration for the Victoria Harbourfront**

Age group	Base	Sustainable as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	69	95.7%	4.3%
30-39	34	91.2%	8.8%
40-49	27	96.3%	3.7%
50-59	44	93.2%	6.8%
60 or above	31	100.0%	0.0%

**Table 2.24 Harbourfront for the people as a common aspiration for the Victoria Harbourfront**

Age group	Base	Harbourfront for the people as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	71	88.7%	11.3%
30-39	34	94.1%	5.9%
40-49	27	96.3%	3.7%
50-59	45	93.3%	6.7%
60 or above	30	96.7%	3.3%

**Table 2.25 People-oriented public open space as a common aspiration for the Victoria Harbourfront**

Age group	Base	People-oriented public open space as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	70	95.7%	4.3%
30-39	34	97.1%	2.9%
40-49	27	92.6%	7.4%
50-59	45	91.1%	8.9%
60 or above	30	96.7%	3.3%

**Table 2.26 A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront**

Age group	Base	A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
29 or below	70	90.0%	10.0%
30-39	33	90.9%	9.1%
40-49	27	88.9%	11.1%
50-59	46	91.3%	8.7%
60 or above	31	96.8%	3.2%

**Table 2.27 Agreement that a dedicated agency would yield the three advantages**

Age group	Base	Agreement that a dedicated agency would yield the three advantages		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
29 or below	71	78.9%	15.5%	5.6%
30-39	34	79.4%	17.6%	2.9%
40-49	28	89.3%	10.7%	0.0%
50-59	47	89.4%	6.4%	4.3%
60 or above	31	90.3%	6.5%	3.2%

**Table 2.28 Agreement that a dedicated body should be the way forward**

Age group	Base	Agreement that a dedicated body should be the way forward		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
29 or below	71	80.3%	15.5%	4.2%
30-39	34	79.4%	17.6%	2.9%
40-49	28	89.3%	10.7%	0.0%
50-59	47	85.1%	10.6%	4.3%
60 or above	31	87.1%	9.7%	3.2%

## 2.11 Comparisons between harbourfront districts and non-harbourfront districts

As noted in 2.8, harbourfront districts refer to the nine districts that have some shoreline within the Victoria Harbour, while non-harbourfront districts refer to the other eight districts.

Table 2.29 shows that the respondents who live in harbourfront districts are more likely to completely/somewhat share aspiration of “vibrant with diversified activities and events” for the Victoria Harbourfront than the respondents who are living in non-harbourfront districts.

**Table 2.29 Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront**

Residential districts	Base	Vibrant with diversified activities and events as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Harbourfront districts	151	92.1%	7.9%
Non-harbourfront districts	60	80.0%	20.0%

Tables 2.30 to 2.41 show that there are no major differences between harbourfront districts and non-harbourfront districts on the following domains.

**Table 2.30 Last visited the Victoria Harbourfront**

Residential districts	Base	Last visited the Victoria Harbourfront	
		Never / More than a year ago / Within the last year	Within the last month
Harbourfront districts	157	51.6%	48.4%
Non-harbourfront districts	61	44.3%	55.7%

**Table 2.31 Whether the promenades and the facilities met respondents' aspirations for the Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>Whether the promenades and the facilities met respondents' aspirations for the Harbourfront</b>	
		<b>Fully met / Somewhat met</b>	<b>Only partially met / Not met all</b>
Harbourfront districts	154	53.2%	46.8%
Non-harbourfront districts	61	53.2%	46.8%

**Table 2.32 Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>Creative and innovative in design and operations as a common aspiration for the Victoria Harbourfront</b>	
		<b>Completely / Somewhat share</b>	<b>Weakly share / Do not share at all</b>
Harbourfront districts	151	90.1%	9.9%
Non-harbourfront districts	60	86.7%	13.3%

**Table 2.33 Easily accessible as a common aspiration for the Victoria Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>Easily accessible as a common aspiration for the Victoria Harbourfront</b>	
		<b>Completely / Somewhat share</b>	<b>Weakly share / Do not share at all</b>
Harbourfront districts	2153	96.1%	3.9%
Non-harbourfront districts	60	93.3%	6.7%



**Table 2.34 Sustainable as a common aspiration for the Victoria Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>Sustainable as a common aspiration for the Victoria Harbourfront</b>	
		<b>Completely / Somewhat share</b>	<b>Weakly share / Do not share at all</b>
Harbourfront districts	151	96.0%	4.0%
Non-harbourfront districts	59	93.2%	6.8%

**Table 2.35 Harbourfront for the people as a common aspiration for the Victoria Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>Harbourfront for the people as a common aspiration for the Victoria Harbourfront</b>	
		<b>Completely / Somewhat share</b>	<b>Weakly share / Do not share at all</b>
Harbourfront districts	152	94.7%	5.3%
Non-harbourfront districts	59	88.1%	11.9%

**Table 2.36 People-oriented public open space as a common aspiration for the Victoria Harbourfront**

<b>Residential districts</b>	<b>Base</b>	<b>People-oriented public open space as a common aspiration for the Victoria Harbourfront</b>	
		<b>Completely / Somewhat share</b>	<b>Weakly share / Do not share at all</b>
Harbourfront districts	2152	96.7%	3.3%
Non-harbourfront districts	59	89.8%	10.2%

**Table 2.37 A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront**

Residential districts	Base	A quality destination that Hong Kong can be proud of as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
Harbourfront districts	152	92.1%	7.9%
Non-harbourfront districts	60	90.0%	10.0%

**Table 2.38 Agreement that a dedicated agency would yield the three advantages**

Residential districts	Base	Agreement that a dedicated agency would yield the three advantages		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
Harbourfront districts	156	84.0%	14.1%	1.9%
Non-harbourfront districts	61	86.9%	4.9%	8.2%

**Table 2.39 Agreement that a dedicated body should be the way forward**

Residential districts	Base	Agreement that a dedicated body should be the way forward		
		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree
Harbourfront districts	156	84.6%	14.1%	1.3%
Non-harbourfront districts	261	80.3%	11.5%	8.2%

**Table 2.40**            **Awareness of the existence and roles of the Harbourfront Commission**

<b>Residential districts</b>	<b>Base</b>	<b>Awareness of the existence and roles of the Harbourfront Commission</b>		
		<b>Fully aware of</b>	<b>Generally heard of</b>	<b>Not aware of at all</b>
Harbourfront districts	153	19.6%	58.8%	21.6%
Non-harbourfront districts	59	18.6%	50.8%	30.5%

**Table 2.41**            **Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

<b>Residential districts</b>	<b>Base</b>	<b>Agreement that a dedicated body should take over the roles of the Harbourfront Commission</b>		
		<b>Strongly agree / Agree</b>	<b>Neither agree nor disagree</b>	<b>Strongly disagree / Disagree</b>
Harbourfront districts	153	79.7%	17.0%	3.3%
Non-harbourfront districts	59	76.3%	16.9%	6.8%

## Chapter 3: Results of the Qualitative Analysis

### 3.1 Introduction

In this chapter we analyze the open-ended comments from the feedback questionnaires and all the other feedback received during the Phase I Public Engagement Exercise between 4<sup>th</sup> October 2013 and 4<sup>th</sup> January, 2014<sup>3</sup>

All comments received during the engagement process were divided into eight channels as described below:

1. Public Fora (PF): 4 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: 122 comments were received from the participants of public forums (Annex A);
2. Public consultative platforms (PCP): 1 summary of a Legislative Council panel meeting and 9 summaries from District Councils: 233 comments were received through public consultative platforms;
3. Event (E): 12 summaries from events including conferences, round tables, seminars and briefings other than PFs or PCPs (Annex B): 158 comments were received from these events;
4. Written submission (WSL): 20 written submissions including either by soft or hard copies with an organization or company letterhead. All these written submissions were sent by letters, fax or email to the Government with explicit corporate or association identification (Annex C): 159 comments were received in this manner;
5. Written submission (WSNL): 18 written submissions including either by soft or hard copies without an organization or company letterhead. All these written submissions were sent by letters, fax or email to the Government without any explicit corporate or association identification (Annex D): 81 comments were received in this manner;

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<sup>3</sup> As noted in 1.3, one submission received from the Society for Protection of the Harbour before the start of the PE process has been included, at the request of DEVB

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6. Feedback questionnaire (Q): written comments in the 304 feedback questionnaires: 237 comments were received in this manner (note that only the open-ended comments are reported here, the rest of the results are reported in Chapter 2);
7. Media (M): comments from 58 summaries from printed media and broadcasting (Annex E): 55 comments were reviewed in this manner and only 10 summaries were usable in the analysis as the other summaries contained only factual reports and no public views;
8. Internet and Social Media (W): comments from webpages - comments are included if they are covered by WiseNews during the consultation period as this is a reputable indexing method for Internet activity in Hong Kong: 30 comments were reviewed in this manner and only 8 comments were usable in this analysis as the other summaries contained only factual reports and no public views;

The qualitative analysis used the nVivo software and is based on a framework in Annex G that was developed by the SSRC 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 eight 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, other than for written submissions with and without letterhead, is made between people and organizations, as it is often unclear whether a comment represents a personal or institutional perspective. All counts are comment-based unless marked as submission-based in brackets

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 Harbourfront Commission aspirations for the Victoria Harbourfront

Table A1.1 shows the breakdown of the 141 comments that related to the seven aspirations for the harbourfront stated by the Harbourfront Commission in the public engagement digest.

**Table A1.1 Seven aspirations for the Victoria Harbourfront**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.1.1. Within the stated common aspirations for the Victoria Harbourfront	18	30	22	37	18	<i>n.a.</i>	11	5	141
A.1.1.1. Vibrant with diversified activities and events	6	4	9	12	3	<i>n.a.</i>	3	0	37
A.1.1.1.1. Agree	6	4	7	12	3	<i>n.a.</i>	3	0	35
A.1.1.1.2. Disagree	0	0	2	0	0	<i>n.a.</i>	0	0	2
A.1.1.2. Creative and innovative in design and operations	2	4	1	1	1	<i>n.a.</i>	0	1	10
A.1.1.2.1. Agree	2	4	1	1	1	<i>n.a.</i>	0	1	10
A.1.1.2.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0
A.1.1.3. Easily Accessible	5	2	7	8	3	<i>n.a.</i>	1	0	26
A.1.1.3.1. Agree	5	2	7	8	3	<i>n.a.</i>	1	0	26
A.1.1.3.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0
A.1.1.4. Sustainable	0	1	1	7	3	<i>n.a.</i>	1	1	14
A.1.1.4.1. Agree	0	1	1	7	3	<i>n.a.</i>	1	1	14
A.1.1.4.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0
A.1.1.5. Harbourfront for the people	1	8	2	4	3	<i>n.a.</i>	1	1	20
A.1.1.5.1. Agree	1	8	2	4	3	<i>n.a.</i>	1	1	20
A.1.1.5.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0
A.1.1.6. People-oriented Public Open Space	2	6	1	2	2	<i>n.a.</i>	1	1	15
A.1.1.6.1. Agree	2	6	1	2	2	<i>n.a.</i>	1	1	15
A.1.1.6.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0
A.1.1.7. A quality Destination that Hong Kong can be proud of	2	5	1	3	3	<i>n.a.</i>	4	1	19
A.1.1.7.1. Agree	2	5	1	3	3	<i>n.a.</i>	4	1	19
A.1.1.7.2. Disagree	0	0	0	0	0	<i>n.a.</i>	0	0	0

Notes:

(1) For feedback questionnaires, only the open-ended answers are coded as qualitative comments.

# The nodes are comment-based unless marked as "submission-based" in brackets.

\* The reference count is of a submission-based node and is not added to an upper-level node unless the upper level node is also a submission-based.

*n.a.* Similar questions have been asked in the feedback questionnaires and the answers have been counted in the quantitative analysis.

For “Vibrant with diversified activities and events”, there were 35 comments in agreement (“building a vibrant harbour would be in line with citizens’ expectations”) and 2 comments that disagreed.

For “Creative and innovative in design and operations”, there were 10 comments, all in agreement (“importance of innovation for harbourfront development”).

For “Easily accessible”, there were 26 comments, all in agreement (“accessibility to the harbour is very important”).

For “Sustainable”, there were 14 comments, all in agreement (“vision of the public to create an attractive, vibrant, accessible and sustainable harbourfront for public enjoyment”).

For “Harbourfront for the people”, there were 20 comments, all in agreement (“the harbor should be available for citizens to use and enjoy”).

For “People-oriented public open space”, there were 15 comments, all in agreement (“a human scale implies considering the experience of people on the street, on the waterfront, and in open spaces when designing adjacent development”).

For “A quality destination that Hong Kong can be proud of”, there were 19 comments, all in agreement (“we have to make Hong Kong environment and harbourfront a top quality and world class location”).

### 3.3 Other aspirations for the Victoria Harbourfront

Table A1.2 shows the breakdown of the 318 comments that related to other aspirations not mentioned in the public engagement digest.

**Table A1.2 Respondents' other aspirations for the Victoria Harbourfront**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.1.2. Other Aspirations for the Victoria Harbourfront	44	28	32	22	24	148	4	16	318
A.1.2.1. Inclusion of commercial elements	5	1	5	3	3	12	2	3	34
A.1.2.1.1. Include OR Increase	5	0	4	3	1	1	1	3	18
A.1.2.1.1.1. Include commercial elements	4	0	4	2	0	0	0	1	11
A.1.2.1.1.2. Add	1	0	0	1	1	1	1	2	7
A.1.2.1.2. Exclude OR decrease	0	1	1	0	2	11	1	0	16
A.1.2.1.2.1. Exclude commercial elements	0	1	0	0	2	5	0	0	8
A.1.2.1.2.2. Too much commercial elements is undesirable	0	0	1	0	0	4	1	0	6
A.1.2.1.2.3. Less commercial elements is preferred	0	0	0	0	0	2	0	0	2
A.1.2.2. Victoria Harbourfront should be positioned as a tourist spot	2	4	2	2	5	14	1	2	32
A.1.2.2.1. Agree	1	3	1	2	4	5	1	2	19
A.1.2.2.2. Disagree	1	1	1	0	1	9	0	0	13
A.1.2.3. Clean & green zone	3	1	1	0	3	17	0	2	27
A.1.2.3.1. Agree	3	1	1	0	3	17	0	2	27
A.1.2.3.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.4. Having cycling tracks and other related facilities	4	2	1	1	1	13	0	0	22
A.1.2.4.1. Agree	3	2	1	1	1	13	0	0	21
A.1.2.4.2. Disagree	1	0	0	0	0	0	0	0	1
A.1.2.5. Waterfronts should be connected to each other	2	5	5	2	1	7	0	0	22
A.1.2.5.1. Agree	2	5	3	2	1	7	0	0	20
A.1.2.5.2. Disagree	0	0	2	0	0	0	0	0	2
A.1.2.6. Catering services should be available along the waterfront	2	2	2	0	3	9	0	2	20
A.1.2.6.1. Agree	2	2	2	0	3	8	0	2	19
A.1.2.6.2. Disagree	0	0	0	0	0	1	0	0	1
A.1.2.7. Having water sports and water leisure activities alongside the water-body of the waterfront	3	1	3	1	1	6	0	0	15
A.1.2.7.1 Agree	3	1	3	1	1	6	0	0	15
A.1.2.7.2 Disagree	0	0	0	0	0	0	0	0	0



Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.1.2.8. Harbourfront should provide space for entertainment and performing arts	2	1	0	0	1	6	0	2	12
A.1.2.8.1 Agree	2	1	0	0	1	6	0	2	12
A.1.2.8.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.9. Having open-space or track for leisure walking and jogging	1	0	0	1	1	8	0	0	11
A.1.2.9.1. Agree	1	0	0	1	1	8	0	0	11
A.1.2.9.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.10. More public participation in planning the harbourfront	1	1	2	2	1	3	0	0	10
A.1.2.10.1 A Agree	1	1	2	2	1	3	0	0	10
A.1.2.10.2 A Disagree	0	0	0	0	0	0	0	0	0
A.1.2.11. Having open-space for pets	3	0	1	1	0	5	0	0	10
A.1.2.11.1. Agree	3	0	1	1	0	5	0	0	10
A.1.2.11.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.12. Different functions and activities would not interfere with each other	0	2	0	2	1	4	0	1	10
A.1.2.12.1. Agree	0	2	0	2	1	4	0	1	10
A.1.2.12.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.13. Better water-land interfaces	1	0	0	1	0	6	1	0	9
A.1.2.13.1. Agree	1	0	0	1	0	6	1	0	9
A.1.2.13.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.14. Waterfronts to be connected by water transports	0	0	1	1	0	1	0	0	3
A.1.2.14.1. Agree	0	0	1	1	0	1	0	0	3
A.1.2.14.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.15. District characters should be seen in the harbourfront	1	3	0	1	0	3	0	0	8
A.1.2.15.1 Agree	1	3	0	1	0	3	0	0	8
A.1.2.15.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.16. Cancel or minimize military uses	2	1	0	0	0	5	0	0	8
A.1.2.16.1. Agree	0	1	0	0	0	5	0	0	6
A.1.2.16.2. Disagree	2	0	0	0	0	0	0	0	2
A.1.2.17. Space for Arts and Cultural activities	3	0	1	0	0	3	0	0	7
A.1.2.17.1 Agree	3	0	1	0	0	3	0	0	7
A.1.2.17.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.18. Victoria Harbourfront should be infused with Hong Kong Culture	2	0	0	0	0	4	0	0	6
A.1.2.18.1. Agree	2	0	0	0	0	4	0	0	6
A.1.2.18.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.19. International events to be held along the waterfront	0	0	2	1	0	1	0	1	5

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.1.2.19.1 Agree	0	0	2	1	0	1	0	1	5
A.1.2.19.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.20. Having fishing areas	1	2	0	0	0	2	0	0	5
A.1.2.20.1. Agree	1	2	0	0	0	2	0	0	5
A.1.2.20.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.21. Reduce reclamation	0	0	0	0	0	4	0	0	4
A.1.2.21.1 Agree	0	0	0	0	0	4	0	0	4
A.1.2.21.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.22. Enough open spaces	1	0	1	0	1	1	0	0	4
A.1.2.22.1. Agree	1	0	1	0	1	1	0	0	4
A.1.2.22.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.23. Space or facilities for sports in the harbourfront areas	1	0	0	0	1	2	0	0	4
A.1.2.23.1. Agree	1	0	0	0	1	2	0	0	4
A.1.2.23.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.24. For both the local residents and tourists	1	0	0	1	0	1	0	0	3
A.1.2.24.1 Agree	1	0	0	1	0	1	0	0	3
A.1.2.24.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.25. Benches	0	0	1	0	1	1	0	0	3
A.1.2.25.1 Agree	0	0	1	0	1	1	0	0	3
A.1.2.25.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.26. Cooperation with NGOs	1	0	1	0	0	1	0	0	3
A.1.2.26.1. Agree	1	0	1	0	0	1	0	0	3
A.1.2.26.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.27. Include children playgrounds	0	0	0	0	0	3	0	0	3
A.1.2.27.1. Agree	0	0	0	0	0	3	0	0	3
A.1.2.27.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.28. Facilities along the waterfronts to be shared by different users in a reasonable way	0	0	2	0	0	0	0	0	2
A.1.2.28.1. Agree	0	0	2	0	0	0	0	0	2
A.1.2.28.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.29. Building marina	0	1	1	0	0	0	0	0	2
A.1.2.29.1. Agree	0	1	0	0	0	0	0	0	1
A.1.2.29.2. Disagree	0	0	1	0	0	0	0	0	1
A.1.2.30. Having places to show the history of nearby places and the harbourfront	0	1	0	0	0	0	0	1	2
A.1.2.30.1. Agree	0	1	0	0	0	0	0	1	2
A.1.2.30.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.31. Having iconic structure	0	0	0	0	0	1	0	1	2
A.1.2.31.1. Agree	0	0	0	0	0	1	0	1	2
A.1.2.31.2 Disagree	0	0	0	0	0	0	0	0	0
A.1.2.32. The harbourfront should be well-connected to the outer islands	0	0	0	1	0	0	0	0	1
A.1.2.32.1. Agree	0	0	0	1	0	0	0	0	1
A.1.2.32.2. Disagree	0	0	0	0	0	0	0	0	0

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.1.2.33. Transportation Information should be provided at the harbourfront areas	0	0	0	0	0	0	0	1	1
A.1.2.33.1. Agree	0	0	0	0	0	0	0	1	1
A.1.2.33.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.34. Accessible by disabled people	0	0	0	0	0	1	0	0	1
A.1.2.34.1. Agree	0	0	0	0	0	1	0	0	1
A.1.2.34.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.35. No noises	0	0	0	0	0	1	0	0	1
A.1.2.35.1. Agree	0	0	0	0	0	1	0	0	1
A.1.2.35.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.36. Reallocate the loading area	0	0	0	0	0	1	0	0	1
A.1.2.36.1. Agree	0	0	0	0	0	1	0	0	1
A.1.2.36.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.37. Reduce Water Pollution	0	0	0	0	0	1	0	0	1
A.1.2.37.1. Agree	0	0	0	0	0	1	0	0	1
A.1.2.37.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.38. Can attract people to stay	0	0	0	0	0	1	0	0	1
A.1.2.38.1. Agree	0	0	0	0	0	1	0	0	1
A.1.2.38.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.39. Have beaches	1	0	0	0	0	0	0	0	1
A.1.2.39.1. Agree	1	0	0	0	0	0	0	0	1
A.1.2.39.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.40. Grounds for educational-purposed activities	0	0	0	1	0	0	0	0	1
A.1.2.40.1. Agree	0	0	0	1	0	0	0	0	1
A.1.2.40.2. Disagree	0	0	0	0	0	0	0	0	0
A.1.2.41. Avoid over-development	1	0	0	0	0	0	0	0	1
A.1.2.41.1. Agree	1	0	0	0	0	0	0	0	1
A.1.2.41.2. Disagree	0	0	0	0	0	0	0	0	0

There were 34 comments about inclusion in the Harbourfront of commercial elements, with 18 comments supporting that these elements should be included or increased (“To create a more vibrant harbourfront with unique features, there should be some commercial element such that the harbourfront will be more appealing to the citizens”) and 16 comments supporting they should be excluded or decreased (“a business approach, causing citizens not being able to enjoy the harbourfront environment”).

There were 32 comments about positioning the Harbourfront as a tourist spot, with 19 comments in support (“it would be a good idea for developing the waterfront areas of Tsuen Wan, Tsing Yi and Ma Wan as a connected tourism attraction for cruise or

shopping”) and 13 comments against (“do not want the Harbourfront to be a place for tourists”).

There were 27 comments about The Harbourfront as a clean and green zone, all of which were in support (“hoped that more vegetation would be planted as it would be relaxing for people”).

There were 22 comments about cycling facilities on the Harbourfront, 21 in support (“could construct a cycling track to connect Cheung Sha Wan and the present cycle tracks in the New Territories to make a curricular route which allowed people to travel around Hong Kong by bicycles”) and one opposed.

There were 22 comments about connecting up the Harbourfront, 20 in support (“hoped that the harbourfront from the Shau Kei Wan to Sai Wan would be linked up”) and two opposed.

There were 20 comments about catering on the Harbourfront, 19 in support (“different types of leisure sites such as bars and refreshment kiosks could be built along the harbourfront”) and one opposed.

There were 15 comments water sports and leisure facilities on the Harbourfront, all in favour (“open areas could be developed into yachting or sailing activities for the public, not only for the well-off”).

There were 12 comments about space for entertainment and performing arts along the Harbourfront, all in favour (“provide some places where people can perform to attract visitors and bring vibrancy”).

There were 11 comments about having open-space or track for leisure walking and jogging (“hope that we can enjoy walking alongside the Victoria harbor front”), all in support.

There were 10 comments about more public participation in the planning process for the Harbourfront, all in favour (“every citizen should engage in the planning process”).

There were 10 comments about allowing pets along the Harbourfront, all in support (“an area for use by pets where appropriate”).

### 3.4 Existing Harbourfront development and management model

Table A2 shows the breakdown of the 63 comments that related to the existing Harbourfront development and management model, of which 60 were negative and only 3 were positive.

**Table A.2. Comments on the existing harbourfront development and management model**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.2. Comments on the existing harbourfront development and management model	8	10	23	8	2	3	7	2	63
A.2.1. Positive Comments	1	1	1	0	0	0	0	0	3
A.2.1.1 The existing arrangement in managing the harbourfront areas is doing well	1	1	1	0	0	0	0	0	3
A.2.2. Negative Comments	7	9	22	8	2	3	7	2	60
A.2.2.1. Problems associated with bureaucratic process of the existing Government build-and-operate model	6	5	12	2	1	1	5	2	34
A.2.2.1.1. The management style is bureaucratic	3	2	2	0	0	1	2	1	11
A.2.2.1.2. Lack of Inter-departmental and cross-sectoral coordination	1	1	5	0	1	0	3	0	11
A.2.2.1.3. Constraints to achieve a vibrant and diversified waterfront due to regulations	0	1	4	1	0	0	0	1	7

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.2.2.1.4. Development cycle takes more time and resources under usual Government planning	2	1	0	1	0	0	0	0	4
A.2.2.1.5. Civil servants tend to maintain the status quo	0	0	1	0	0	0	0	0	1
A.2.2.2. HC only takes on the advisory and advocacy roles and fails on improving the planning of harbourfront	0	0	1	2	1	2	2	0	8
A.2.2.3. Lack of creativity, diversity and vibrancy in the waterfront areas	0	2	3	0	0	0	0	0	5
A.2.2.4. The waterfront facilities are not well designed and managed	0	1	2	2	0	0	0	0	5
A.2.2.5. Users of the waterfront were not encouraged to access the water body near the waterfront	0	0	2	0	0	0	0	0	2
A.2.2.6. The harbourfront cannot be easily accessed	0	1	0	1	0	0	0	0	2
A.2.2.7. Lack of public involvement in decision making	0	0	1	0	0	0	0	0	1
A.2.2.8. Non-governmental organizations were not allowed to operate facilities in the waterfront	0	0	1	0	0	0	0	0	1
A.2.2.9. Lack of environmental protection and sustainability considerations	0	0	0	1	0	0	0	0	1
A.2.2.10. Lack of representative of non-Chinese residents in the current Harbourfront Commission	1	0	0	0	0	0	0	0	1

Of the 60 negative comments, 34 related to problems with the existing Government build-and-operate model, 11 of which stated that the existing management model is bureaucratic (“the problem was that Hong Kong had red tape - people could not get things done”) and 11 were concerned about “lack of inter-departmental and cross-sectoral coordination” (“this kind of governance structure will lead each government department shirk its responsibility to other departments”).

### 3.5 Necessity for Hong Kong to establish the Harbourfront Authority

Table A3.1 shows the breakdown of 171 comments that related to the necessity for Hong Kong to establish the Harbourfront Authority, from 136 submissions of which 115 were supportive and gave a total of 137 comments giving reasons to support.

**Table A3.1 Necessity of the proposed Harbourfront Authority**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.1. Opinions on the establishment of a statutory Harbourfront Authority	23	37	18	33	14	28	16	2	171
<i>A.3.1.1. Support (Submission-based)</i>	<i>16*</i>	<i>41*</i>	<i>23*</i>	<i>16*</i>	<i>8*</i>	<i>n.a.</i>	<i>9*</i>	<i>2*</i>	<i>115*</i>
<i>A.3.1.1.1. Support without reasons (Submission-based)</i>	<i>3*</i>	<i>16*</i>	<i>10*</i>	<i>1*</i>	<i>3*</i>	<i>n.a.</i>	<i>1*</i>	<i>2*</i>	<i>36*</i>
<i>A.3.1.1.2. Support with reasons (Submission-based)</i>	<i>13*</i>	<i>25*</i>	<i>13*</i>	<i>15*</i>	<i>5*</i>	<i>n.a.</i>	<i>8*</i>	<i>0*</i>	<i>79*</i>
A.3.1.1.3. Reasons for supporting the proposed establishment of a Harbourfront Authority	19	27	14	33	13	15	16	0	137
A.3.1.1.3.1 Plan, design, develop, operate and manage harbourfront sites holistically	3	5	1	8	3	3	2	0	25
A.3.1.1.3.2. Reduce bureaucratic red-tape	4	4	6	2	2	2	4	0	24
A.3.1.1.3.3. Facilitate inter-departmental and cross-sectoral coordination	1	4	1	2	1	2	2	0	13
A.3.1.1.3.4. Promote community involvement	1	4	2	5	0	0	1	0	13
A.3.1.1.3.5. Accommodate innovative ideas and designs, encourage creativity and boost vibrancy	3	3	1	3	1	0	1	0	12
A.3.1.1.3.6. Improve efficiency by having a dedicated authority with clear and specified organizational goal	1	2	1	3	0	4	0	0	11
A.3.1.1.3.7. Adopt a place-making approach and manage the sites with flexibility	2	0	0	4	1	2	2	0	11
A.3.1.1.3.8. It is a trend to establish an authority to manage waterfront in other overseas countries	2	3	0	1	0	0	2	0	8

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.1.1.3.10. Combine advocacy and execution	1	0	0	1	2	2	0	0	6
A.3.1.1.3.11. Shorten development cycle	1	0	1	1	0	0	2	0	5
A.3.1.1.3.12. The future waterfront would be closer to the needs of the public by the establishment of the proposed HA	0	2	1	1	0	0	0	0	4
A.3.1.1.3.13. Strike a good balance between social objectives and commercial principles	0	0	0	1	2	0	0	0	3
A.3.1.1.3.14. Subject to public scrutiny	0	0	0	1	1	0	0	0	2
<i>A.3.1.2. Not support (Submission-based)</i>	<i>3*</i>	<i>10*</i>	<i>4*</i>	<i>0*</i>	<i>2*</i>	<i>n.a.</i>	<i>0*</i>	<i>2*</i>	<i>21*</i>
<i>A.3.1.2.1. Not support without reasons (Submission-based)</i>	<i>0*</i>	<i>1*</i>	<i>0*</i>	<i>0*</i>	<i>1*</i>	<i>n.a.</i>	<i>0*</i>	<i>0*</i>	<i>2*</i>
<i>A.3.1.2.2. Not support with reasons (Submission-based)</i>	<i>3*</i>	<i>9*</i>	<i>4*</i>	<i>0*</i>	<i>1*</i>	<i>n.a.</i>	<i>0*</i>	<i>2*</i>	<i>19*</i>
A.3.1.2.3. Reasons for Not supporting the proposed establishment of a Harbourfront Authority	4	10	4	0	1	13	0	2	34
A.3.1.2.3.1. Skeptical about the effectiveness of HA	3	3	3	0	1	6	0	2	18
A.3.1.2.3.2. The current development and management model is well-enough	0	3	0	0	0	2	0	0	5
A.3.1.2.3.3. Inadequate check and balance mechanism OR Power over the Harbourfront would be (too concentrated into one single entity	1	1	0	0	0	1	0	0	3
A.3.1.2.3.4. The responsibilities of the proposed HA and other governmental department and statutory bodies are overlapped	0	0	1	0	0	1	0	0	2
A.3.1.2.3.5. The government officials are more accountable than members from a statutory body	0	1	0	0	0	1	0	0	2
A.3.1.2.3.6. The decision of the proposed HA will be biased to the private sectors	0	2	0	0	0	0	0	0	2



Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.1.2.3.7. The planning of the harbourfront will not be consistent with other areas under planning of the Planning Department	0	0	0	0	0	1	0	0	1
A.3.1.2.3.8. Financial arrangement of HA is uncertain	0	0	0	0	0	1	0	0	1

Amongst the 137 comments that support, 25 identified the need to “plan, design, develop, operate and manage harbourfront sites holistically” (“so as to plan, manage and co-ordinate the harbourfront projects in a holistic manner”), 24 identified the need to “Reduce bureaucratic red-tape” (“current procedures for the government to develop a new project was bureaucratic and it took longer time to process, i.e. about ten years for a project”), 13 wanted to “facilitate inter-departmental and cross-sectorial coordination” (“to coordinate all the relevant departments with power and jurisdiction of the harbourfront given over to the Authority so efforts are not duplicated and inter departmental coordination becomes seamless”), 13 wanted to “promote community involvement” (“in agreement that the functions/benefits *(including “promote community involvement”)* in the Public Engagement Digest should be targeted by a properly structured and resourced HA”), 12 wanted to “accommodate innovative ideas and designs” (“expected them to be innovative that could include some unique features of Hong Kong”), 11 wanted to “improve efficiency by having a dedicated authority with clear and specified organizational goal” (“can work more efficiently with a more distinct goal”) and 11 wished to “adopt a place-making approach and manage the sites with flexibility” (“a significant step forward in promoting flexibility, consistency, and transparency, while emphasizing a people-centred approach with regard to the harbour and its environs”).

The 21 submissions not in support provided 34 comments with reasons not to support, of which 18 were that they were “skeptical about the effectiveness of the proposed Harbourfront Authority” (“doubted whether the establishment of the Harbourfront Authority could really bring an impact but not a burden to the city”).

### 3.6 Model for the Harbourfront Authority

Table A3.2 shows the breakdown of the 214 comments that related to preferences for the model for the Harbourfront Authority.

**Table A3.2 Preference for the proposed Harbourfront Authority model**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2. Preference for model of the proposed Harbourfront Authority	11	64	30	45	16	34	9	5	214
A.3.2.1. Structure	1	1	4	6	4	4	0	0	20
A.3.2.1.1. Disband HC (HA takes on the advisory and advocacy roles)	1	1	0	4	2	2	0	0	10
A.3.2.1.1.1. Preferred (Submission-based)	0*	1*	0*	5*	2*	n.a.	0*	0*	8*
A.3.2.1.1.1.1. Preferred without reasons (Submission-based)	0*	0*	0*	1*	0*	n.a.	0*	0*	1*
A.3.2.1.1.1.2. Preferred with reasons (Submission-based)	0*	1*	0*	4*	2*	n.a.	0*	0*	7*
A.3.2.1.1.1.3. Reasons	0	1	0	4	2	0	0	0	7
A.3.2.1.1.1.3.1. Easily recognized by the public as a single entity	0	1	0	2	1	0	0	0	4
A.3.2.1.1.1.3.2. Facilitating a more integrated approach	0	0	0	2	1	0	0	0	3
A.3.2.1.1.2. Not Preferred (Submission-based)	1*	0*	0*	0*	0*	n.a.	0*	0*	1*
A.3.2.1.1.2.1. Not Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	n.a.	0*	0*	0*
A.3.2.1.1.2.2. Not Preferred with reasons (Submission-based)	1*	0*	0*	0*	0*	n.a.	0*	0*	1*
A.3.2.1.1.2.3. Reasons	1	0	0	0	0	2	0	0	3
A.3.2.1.1.2.3.1. Perceived conflict of interest by the public	1	0	0	0	0	1	0	0	2
A.3.2.1.1.2.3.2. Too many incompetent advisory boards	0	0	0	0	0	1	0	0	1
A.3.2.1.2. Retain HC (HC continues its current advisory and advocacy roles)	0	0	1	0	0	1	0	0	2
A.3.2.1.2.1. Preferred (Submission-based)	0*	0*	1*	0*	2*	n.a.	0*	0*	3*
A.3.2.1.2.1.1. Preferred without reasons (Submission-based)	0*	0*	0*	0*	2*	n.a.	0*	0*	2*

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2.1.2.1.2. Preferred with reasons (Submission-based)	0*	0*	1*	0*	0*	n.a.	0*	0*	1*
A.3.2.1.2.1.3. Reasons	0	0	1	0	0	1	0	0	2
A.3.2.1.2.1.3.1. Preserving the neutrality of HC's existing advisory and advocacy roles	0	0	1	0	0	1	0	0	2
A.3.2.1.2.2. Not Preferred (Submission-based)	0*	0*	0*	0*	0*	n.a.	0*	0*	0*
A.3.2.1.2.2.1. Not Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	n.a.	0*	0*	0*
A.3.2.1.2.2.2. Not Preferred with reasons (Submission-based)	0*	0*	0*	0*	0*	n.a.	0*	0*	0*
A.3.2.1.2.2.3. Reasons	0	0	0	0	0	0	0	0	0
A.3.2.1.3. A statutory HA with its own executive arm	0	0	1	2	2	1	0	0	6
A.3.2.1.3.1. Preferred (Submission-based)	1*	0*	1*	5*	1*	1*	0*	0*	9*
A.3.2.1.3.1.1. Preferred without reasons (Submission-based)	1*	0*	0*	3*	0*	1*	0*	0*	5*
A.3.2.1.3.1.2. Preferred with reasons (Submission-based)	0*	0*	1*	2*	1*	0*	0*	0*	4*
A.3.2.1.3.1.3. Reasons	0	0	1	2	2	1	0	0	6
A.3.2.1.3.1.3.1. Better efficiency	0	0	1	1	1	0	0	0	3
A.3.2.1.3.1.3.2. Promote Community Involvement	0	0	0	0	1	0	0	0	1
A.3.2.1.3.1.3.3. May reducing inter-departmental red-tape	0	0	0	1	0	0	0	0	1
A.3.2.1.3.1.3.4. Easier to attract talent from both local and overseas	0	0	0	0	0	1	0	0	1
A.3.2.1.3.2. Not Preferred (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.3.2.1. Not Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.3.2.2. Not Preferred with reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.3.2.3. Reasons	0	0	0	0	0	0	0	0	0
A.3.2.1.4. A statutory HA served by a dedicated Government Office	0	0	1	0	0	0	0	0	1
A.3.2.1.4.1. Preferred (Submission-based)	0*	0*	1*	0*	0*	0*	0*	0*	1*
A.3.2.1.4.1.1. Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2.1.4.1.2. Preferred with reasons (Submission-based)	0*	0*	1*	0*	0*	0*	0*	0*	1*
A.3.2.1.4.1.3. Reasons	0	0	1	0	0	0	0	0	1
A.3.2.1.4.1.3.1. Better Interaction and liaison with government departments	0	0	1	0	0	0	0	0	1
A.3.2.1.4.2. Not Preferred (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.4.2.1. Not Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.4.2.2. Not Preferred with reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.4.2.3. Reasons	0	0	0	0	0	0	0	0	0
A.3.2.1.5. Maintain the Status Quo (HC as advisory body and the Government as executive body)	0	0	1	0	0	0	0	0	1
A.3.2.1.5.1. Preferred (Submission-based)	0*	0*	1*	0*	1*	0*	0*	0*	2*
A.3.2.1.5.1.1. Preferred without reasons (Submission-based)	0*	0*	0*	0*	1*	0*	0*	0*	1*
A.3.2.1.5.1.2. Preferred with reasons (Submission-based)	0*	0*	1*	0*	0*	0*	0*	0*	1*
A.3.2.1.5.1.3. Reasons	0	0	1	0	0	0	0	0	1
A.3.2.1.5.1.3.1. The existing model were effective enough	0	0	1	0	0	0	0	0	1
A.3.2.1.5.2. Not Preferred (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.5.2.1. Not Preferred without reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.5.2.2. Not Preferred with reasons (Submission-based)	0*	0*	0*	0*	0*	0*	0*	0*	0*
A.3.2.1.5.2.3. Reasons	0	0	0	0	0	0	0	0	0
A.3.2.2. Composition	1	14	3	11	6	5	2	5	47
A.3.2.2.1. Governing board members	1	12	3	8	6	3	0	4	37
A.3.2.2.1.1. Broad-based representation in the proposed HA	1	1	1	3	1	1	0	3	11
A.3.2.2.1.2. The governing board should include District Councilors	0	6	0	1	2	1	0	0	10
A.3.2.2.1.3. The governing board should include civil servants	0	3	1	0	1	1	0	0	6

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2.2.1.4. The governing board should include professionals	0	1	0	1	0	0	0	0	2
A.3.2.2.1.5. The governing board should include representatives from Green Groups	0	0	0	1	1	0	0	0	2
A.3.2.2.1.6. The governing board should include Legislative Councilors	0	0	0	1	0	0	0	0	1
A.3.2.2.1.7. The governing board should include representatives from the Environmental Department	0	0	0	1	0	0	0	0	1
A.3.2.2.1.8. The governing board should include members from representation of water sports organizations	0	0	1	0	0	0	0	0	1
A.3.2.2.1.9. The governing board should include people with global vision	0	0	0	0	0	0	0	1	1
A.3.2.2.1.10. The number of advisory posts the government board members hold should be restricted	0	0	0	0	1	0	0	0	1
A.3.2.2.1.11. The governing board should include representatives from Arts Groups	0	1	0	0	0	0	0	0	1
A.3.2.2.2. Leadership of the proposed HA	0	2	0	0	0	0	1	0	3
A.3.2.2.2.1. The proposed HA should be led by high-level government officials	0	2	0	0	0	0	0	0	2
A.3.2.2.2.2. The proposed HA should not be dominated by government officials	0	0	0	0	0	0	1	0	1
A.3.2.2.3. Supporting staff of the proposed HA	0	0	0	3	0	2	1	1	7
A.3.2.2.3.1. The proposed HA should be supported by multi-disciplinary administrative and professional staff	0	0	0	3	0	2	1	1	7
A.3.2.3. Scope of the proposed HA	3	17	7	11	1	12	2	0	53
A.3.2.3.1. Physical harbourfront areas under management of the proposed HA	1	2	0	3	0	1	0	0	7
A.3.2.3.1.1. Includes waterfront areas in the Victoria Harbour	0	1	0	2	0	0	0	0	3
A.3.2.3.1.2. Includes other waterfront areas outside Victoria Harbour	1	1	0	0	0	0	0	0	2

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2.3.1.3. Includes all inland within certain distance from the coastline	0	0	0	1	0	0	0	0	1
A.3.2.3.1.4. Includes all waterfront areas currently managed by LCSD	0	0	0	0	0	1	0	0	1
A.3.2.3.2. Coordination	2	14	6	7	1	10	2	0	42
A.3.2.3.2.1. The proposed HA should be granted adequate power to coordinate the harbourfront development	1	6	1	2	1	6	1	0	18
A.3.2.3.2.2. Avoid overlap with Town Planning Board	0	2	4	4	0	2	0	0	12
A.3.2.3.2.3. Communication channels between HA and the District Councils need to be established	1	5	1	0	0	1	0	0	8
A.3.2.3.2.4. The proposed HA should be in a position to negotiate with private sectors on developing an unimpeded promenade	0	1	0	0	0	1	1	0	3
A.3.2.3.3. Harbourfront Planning	0	1	1	1	0	0	0	0	3
A.3.2.3.3.1. The proposed HA will be responsible for all harbourfront planning and does not need the approval from Town Planning Board	0	1	1	0	0	0	0	0	2
A.3.2.3.3.2. The proposed HA will be responsible for drafting the development plan and submit to Town Planning Board for approval	0	0	0	1	0	0	0	0	1
A.3.2.3.4. Promotion	0	0	0	0	0	1	0	0	1
A.3.2.3.4.1. The proposed HA should promote Victoria Harbour as UNESCO world heritage status	0	0	0	0	0	1	0	0	1
A.3.2.4. Financial Model of the proposed HA	2	12	9	5	1	3	3	0	35
A.3.2.4.1. The funding for HA should be sustainable and sufficient to handling its daily tasks	1	7	2	4	1	1	1	0	17
A.3.2.4.2. The proposed HA should have certain degree of freedom and responsibility in financial arrangement	0	3	4	0	0	1	1	0	9
A.3.2.4.3. The proposed HA should be funded by a dedicated fund	0	2	1	0	0	1	1	0	5

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.3.2.4.4. The proposed HA can obtain itself income by collecting rents	1	0	1	1	0	0	0	0	3
A.3.2.4.5. Part of the funding of the proposed HA should be obtained from the private sectors	0	0	1	0	0	0	0	0	1
A.3.2.5. Accountability of the proposed HA	4	20	7	12	4	10	2	0	59
A.3.2.5.1. The proposed HA should be subject to public scrutiny with high-level of transparency and accountability	1	10	2	6	0	2	0	0	21
A.3.2.5.2. A check and balance mechanism is needed	1	2	2	3	1	3	1	0	13
A.3.2.5.3. The proposed HA should prevented from having excessive power and being unregulated	1	4	0	0	0	5	0	0	10
A.3.2.5.4. The voices of the public should be incorporated in decision-making	1	1	2	1	1	0	0	0	6
A.3.2.5.5. The proposed HA should keep independent from the government	0	1	0	2	1	0	0	0	4
A.3.2.5.6. The proposed HA should prevent from turning into a organization to fulfil governing board members' private agenda or interests	0	1	1	0	1	0	0	0	3
A.3.2.5.7. The work of the proposed HA should be monitored by the Legislative Council	0	1	0	0	0	0	1	0	2

For maintaining the status quo, there were 2 submissions and one reason in favour and no submissions opposed.

For disbanding the existing Harbourfront Commission, there were 8 submissions that preferred disbandment and one did not prefer. The 8 submissions that preferred this approach provided a total of 7 reasons. The one submission that did not prefer this approach gave 3 reasons.

For retaining the existing Harbourfront Commission, there were 3 submissions in favour of retaining and none opposed. The 3 submissions in favour provided 2 reasons.

For the proposed Harbourfront Authority to be a statutory body with an independent executive arm, there were 9 submissions and a total of 6 reasons in support and no submissions against.

For the proposed Harbourfront Authority to be a statutory body served by a dedicated multi-disciplinary Government Office, there was one submission in favour that provided one reason and no submissions opposed.

There were 59 comments about the accountability of the proposed HA, including 21 comments that “The proposed HA should be subject to public scrutiny and must be accountable to the public” (“the public engagement on the harbour managing matters is very important and the degree of public engagement after the establishment of the council should be investigated”), 13 comments that “A check and balance mechanism is needed” (“HA should take on both advisory and advocacy roles, subject to adequate checks and balances are in place”) and 10 comments that “the proposed HA should prevented from having excessive power and being unregulated” (“afraid that the Harbourfront Authority would have excessive power”).

For the scope of the proposed HA, there were 53 comments, of which 42 were about coordination, including 18 comments about “proposed HA granted adequate power to coordinate the harbourfront development” (“urged legal power to the Authority to maximize its effectiveness and avoid lack of coordination of departments”) and 12 comments about the need to “avoid overlap with the Town Planning Board and other statutory bodies” (“how the Authority would avoid the overlapping of functions and power with other official departments”).

For the composition of the proposed Harbourfront authority, there were 47 comments including 37 comments about the composition of the governing board, of which there were 11 submissions in favour of following the principle of broad-based



representation (“Participation is the key concept ... a system to have actual participation through meetings and membership so that the Authority retains in contact with the grassroots origins and independent thinking of the original Harbourfront Commission”) and 10 comments in favour of including District Councilors (“hoped that, as the project had to consult the public, the setup of the Authority would be comprised of members in the District Councils from different districts”).

There were 35 comments about the financial model of the proposed HA, of which 17 were that “The funding for HA should be sustainable and sufficient to handle its daily tasks” (“believe that the proposed harbourfront authority should have ... a sustainable financial base”).

### **3.7 Other aspects of the Harbourfront Authority**

Table A4 shows the breakdown of the 78 comments that related to other aspects of the proposed Harbourfront Authority, of which 22 comments were about concerns over meeting the set objectives, 18 comments were about concerns over proper management and 10 were about concerns over progress of establishing the proposed Harbourfront authority.

Among the 22 comments about meeting the set objectives, 10 were about striking a balance between social objectives and commercial principles (“should strike a balance between commercial development and public use”) and 10 were that the proposed authority should not become profit-oriented (“worried that the development would be commercially inclined and the harbourfront would be turned to a commercial use area when it suffered from loss”).

**Table A.4. Other opinions related to the proposed HA**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.4. Other opinions related to the proposed HA	7	24	14	11	4	14	4	0	78
A.4.1 Concerns over meeting the set objectives	3	10	4	1	0	4	0	0	22
A.4.1.1. The proposed HA should strike a balance between social objectives and commercial principles	0	7	1	1	0	1	0	0	10
A.4.1.2. The proposed HA should not become profit-oriented	2	3	2	0	0	3	0	0	10
A.4.1.3. The proposed HA should stay away from the present operation model of LCSD facilities	1	0	1	0	0	0	0	0	2
A.4.2. Concerns over proper management	1	7	4	2	0	3	1	0	18
A.4.2.1. The proposed HA should ensure benefit outweighing cost and targets met	0	7	0	0	0	2	1	0	10
A.4.2.2. The proposed HA should prevent from becoming bureaucratic itself	1	0	3	1	0	1	0	0	6
A.4.2.3. The proposed HA should make judgment based on professionalism	0	0	0	1	0	0	0	0	1
A.4.2.4. The performance of the proposed HA should be regularly checked	0	0	1	0	0	0	0	0	1
A.4.3. Concerns over progress of establishing HA	1	1	2	4	1	1	0	0	10
A.4.3.1. There should be measures to ensure smooth transition to the proposed HA	0	0	2	2	1	1	0	0	6
A.4.3.2. The government should expedite the establishment of the proposed HA	1	1	0	2	0	0	0	0	4
A.4.4 Concerns over role in sustainable development	0	4	0	1	1	3	0	0	9
A.4.4.1. The proposed HA should also deal with marine pollution and other environmental issues	0	4	0	1	1	2	0	0	8
A.4.4.2. The proposed HA has the responsibility to preserve the history and culture related to the waterfront	0	0	0	0	0	1	0	0	1
A.4.5. Concerns over reclamation and Harbour Protection	1	0	1	1	1	2	2	0	8
A.4.5.1. The proposed HA has the duty to protect the harbour and implement the Protection of the Harbour Ordinance	1	0	0	0	1	2	1	0	5

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.4.5.2. The ordinance for setting of the proposed HA should define clearly on legal terms related to reclamation	0	0	1	1	0	0	1	0	3
A.4.6. Approach for vesting sites	0	1	2	2	0	0	1	0	6
A.4.6.1. In a phased approach	0	1	1	1	0	0	1	0	4
A.4.6.2. The government land on the waterfront should be developed first before acquiring private lands	0	0	1	0	0	0	0	0	1
A.4.7. Other power and privileges	0	0	1	0	0	1	0	0	2
A.4.7.1. Facilities on the waterfront could be owned by the proposed HA	0	0	1	0	0	0	0	0	1
A.4.7.2. The proposed HA should be responsible for approving funding for activities held at harbourfront areas	0	0	0	0	0	1	0	0	1
A.4.8. Alternative name for the proposed HA	1	0	0	0	1	0	0	0	2
A.4.9. The harbourfront development will be delayed if the previous consultation is to be redone after the establishment of HA	0	1	0	0	0	0	0	0	1

### 3.8 Public engagement process

Table A5 shows the breakdown of the 90 comments related to the public engagement process, which included 80 concerns about “Insufficient information on the detailed arrangements of the proposed Harbourfront Authority”.

**Table A.5. Comments on the public engagement process**

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.5. Comments on the public engagement process	11	40	19	3	3	10	4	0	90
A.5.1. Insufficient information on the detailed arrangement of the proposed Harbourfront Authority	7	38	18	3	1	9	4	0	80
A.5.1.1. Lack of detail on the role and power of the proposed HA	1	11	1	1	0	4	0	0	18
A.5.1.2. Some terms and concepts in consultation materials are not defined in detail	2	3	4	0	1	1	1	0	12

Node	Divided by Channels								Total
	PF	PCP	E	WSL	WSNL	Q <sup>(1)</sup>	M	W	
A.5.1.3. Lack of detail in financial model of the proposed HA	0	9	0	0	0	1	1	0	11
A.5.1.4. The areas to be managed by the proposed HA are not shown in detail	2	5	1	0	0	0	0	0	8
A.5.1.5. How the proposed HA can achieve its goals are not explained in detail	0	1	3	0	0	1	1	0	6
A.5.1.6. Lack of detailed redevelopment plans of harbourfront	0	1	2	0	0	2	0	0	5
A.5.1.7. Lack of detail in structure and composition of the proposed HA	0	4	1	0	0	0	0	0	5
A.5.1.8. Lack of detail in how to achieve sustainability and environmental protection	1	1	1	1	0	0	0	0	4
A.5.1.9. More examples of waterfront development outside Hong Kong should be provided	0	1	2	0	0	0	0	0	3
A.5.1.10. Insufficient information in general	0	1	2	0	0	0	0	0	3
A.5.1.11. Lack of the timetable for establishment of the proposed HA	1	1	0	0	0	0	0	0	2
A.5.2.12. Lack of detail in implementation of the Protection of The Harbour Ordinance	0	0	0	0	0	0	1	0	1
A.5.2.13. Lack of detail in how to facilitate water sports	0	0	1	0	0	0	0	0	1
A.5.2.14. Lack of detail in how to balance the interest among sectors	0	0	0	1	0	0	0	0	1
A.5.2. Stakeholders who should be included in future consultation	1	0	1	0	1	1	0	0	4
A.5.3. Lack of publicity for the consultation	3	0	0	0	1	0	0	0	4
A.5.4. The government should not express their preference on different approaches of the proposed HA during consultation	0	1	0	0	0	0	0	0	1
A.5.5. The government should have its own stance during consultation	0	1	0	0	0	0	0	0	1

Of the 80 comments about “Insufficient information on the detailed arrangements of the proposed Harbourfront Authority” in Phase I PE, 18 comments were about “lack of detail on the role and power of the proposed HA” (“was also confused about its power structure and its source of power”), 12 comments were that “some terms and

concepts in the Phase I PE digest are not defined in detail” (“the Commission was using some terms very loosely, like vibrancy, diversity, connectivity and so on”), and 11 comments were “lack of detail in financial model of the proposed HA” (“hoped that the government could shortly come up with the detailed financial arrangements to avoid troublesome situations”).

## **Chapter 4      Conclusion**

### **Quantitative feedback**

A total of 304 usable feedback questionnaires were received, excluding a duplicate questionnaire sent by fax and mail. All responses are included unless excluded as a duplicate.

### **Qualitative analysis of the open-ended comments from the feedback questionnaires and all the other feedback received**

All open-ended comments received during the engagement process were divided into eight channels: Public Fora (PF), which 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; Public consultative platforms (PCP), such as LegCo or District Council meetings; Event (E): events including conferences, round tables, seminars and briefings other than PFs or PCPs; Written submissions (WSL): written submissions including either by soft or hard copies with an organization or company letterhead, sent by letters, fax or email to the Government with explicit corporate or association identification; Written submissions (WSNL): written submissions including either by soft or hard copies without an organization or company letterhead. All these written submissions were sent by letters, fax or email to the Government without any explicit corporate or association identification; Feedback questionnaires (Q): written comments in the feedback questionnaires; Media (M): comments from summaries from printed media and broadcasting; Internet and Social Media (W): comments from webpages - included if they are covered by WiseNews during the consultation period.

The qualitative analysis used the nVivo software and is based on a framework that was developed by the SSRC 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.

## **Last Visit**

Slightly over half of the respondents reported that their last visit to any part of the Victoria Harbourfront (including waterfront parks and promenades) was within the last month, followed by a third within the last year. A tiny proportion of them reported that they had never visited before.

## **Whether the design and operation of the existing promenades and the facilities met respondents' aspirations for the Harbourfront**

Less than 10% of the respondents reported that the design and operation of the existing promenades and the facilities therein fully met their aspirations for the Harbourfront. Similar proportions of the respondents reported that the design and operation somewhat met or only partially met their aspirations for the Harbourfront. A small proportion reported that the design and operation did not meet their aspirations at all.

## **Shared aspirations for the Victoria Harbourfront**

A strong majority of respondents reported that they somewhat or completely shared the following seven aspirations for the Victoria Harbourfront:

- (i) People-oriented public open space
- (ii) Sustainable
- (iii) Easily accessible
- (iv) Harbourfront for the people
- (v) A quality destination that Hong Kong can be proud of
- (vi) Creative and innovative in design and operations
- (vii) Vibrant with diversified activities and events

Respondents who live in harbourfront districts were more likely to completely/somewhat share aspiration of “vibrant with diversified activities and events” for the Victoria Harbourfront than the respondents who are living in non-harbourfront districts. For “Vibrant with diversified activities and events”, there were 35 comments in agreement and 2 comments that disagreed. For “Creative and innovative in design and operations”, there were 10 comments, all in agreement. For “Easily accessible”, there were 26 comments, all in agreement. For “Sustainable”,

there were 14 comments, all in agreement. For “Harbourfront for the people”, there were 20 comments, all in agreement. For “People-oriented public open space”, there were 15 comments, all in agreement. For “A quality destination that Hong Kong can be proud of”, there were 19 comments, all in agreement.

### **Other aspirations for the Victoria Harbourfront**

There were 34 comments about inclusion in the Harbourfront of commercial elements, with 18 comments supporting that these elements should be included or increased and 16 comments supporting they should be excluded or decreased. There were 32 comments about positioning the Harbourfront as a tourist spot, with 19 comments in support and 13 comments against. There were 27 comments about the Harbourfront as a clean and green zone, all of which were in support. There were 22 comments about cycling facilities on the Harbourfront, 21 in support and one opposed. There were 22 comments about connecting up the Harbourfront, 20 in support and two opposed. There were 20 comments about catering on the Harbourfront, 19 in support and one opposed. There were 15 comments water sports and leisure facilities on the Harbourfront, all in favour. There were 12 comments about space for entertainment and performing arts along the Harbourfront, all in favour. There were 11 comments about having open-space or track for leisure walking and jogging, all in support. There were 10 comments about more public participation in the planning process for the Harbourfront, all in favour. There were 10 comments about allowing pets along the Harbourfront, all in support.

### **Awareness of the existence and roles of the Harbourfront Commission**

Only one fifth of the respondents reported that they were fully aware of the existence and roles of the Harbourfront Commission, while over half of them had generally heard of the Commission. The remaining one-fifth of them were not aware of it at all. Individual respondents were less likely to be aware of the existence and roles of the Harbourfront Commission than the respondents who responded to the questionnaire using an organization or a company identity. Older individual respondents (i.e. aged 40 or above) were more likely to be aware of the existence and roles of the Harbourfront Commission than younger individual respondents (i.e. aged 39 or below).



### **Existing Harbourfront development and management model**

Of the 63 comments that related to the existing Harbourfront development and management model, 60 were negative and only 3 were positive. Of the 60 negative comments, 34 related to problems with the existing Government build-and-operate model, 11 of which stated that the existing management model is bureaucratic and 11 were concerned about “lack of inter-departmental and cross-sectoral coordination.

### **Agreement that a dedicated agency would yield the three advantages**

A strong majority of the respondents agreed or strongly agreed that a dedicated agency would yield the following three advantages that were identified by the Harbourfront Commission:

- Avoid civil service-wide fiscal and human resources constraints, allowing the development to be expedited to better meet public demand;
- Promote creativity and diversity in designing the Harbourfront; and
- Allow more flexible, tailor-made management rules, allowing facilities like restaurants and cafés to be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.

Only a small proportion of them disagreed or strongly disagreed.

### **Necessity for Hong Kong to establish the Harbourfront Authority**

Of 171 comments that related to the necessity for Hong Kong to establish the Harbourfront Authority, 137 were supportive and 34 were not supportive. Amongst the 137 comments that support, 25 identified the need to “plan, design, develop, operate and manage harbourfront sites holistically”, 24 identified the need to “Reduce bureaucratic red-tape”, 13 wanted to “facilitate inter-departmental and cross-sectorial coordination”, 13 wanted to “promote community involvement”, 12 wanted to “accommodate innovative ideas and designs”, 11 wanted to “improve efficiency by having a dedicated authority with clear and specified organizational goal” and 11 wished to “adopt a place-making approach and manage the sites with flexibility”. Of the 34 comments with reasons not to support, 18 were that they were “skeptical about the effectiveness of the proposed Harbourfront Authority”.

### **Level of agreement that a dedicated body should be the way forward**

A strong majority of the respondents agreed or strongly agreed that a dedicated body should be the way forward, while very few disagreed or strongly disagreed.

### **Agreement that a dedicated body should take over the roles of the Harbourfront Commission**

Over three quarters of the respondents agreed or strongly agreed that a dedicated body should take over the roles of the Harbourfront Commission, while 13 respondents disagreed or strongly disagreed. Further, the remaining respondents neither agreed nor disagreed with a dedicated body. Older individual respondents were more likely to agree or strongly agree that a dedicated body should take over the roles of the Harbourfront Commission, a dedicated agency would yield the three advantages and that a dedicated body should be the way forward than younger individual respondents.

### **Model for the Harbourfront Authority**

Of the 214 comments that related to preferences for the model for the Harbourfront Authority, for maintaining the status quo, there were 2 submissions and one reason in favour and no submissions opposed, while for disbanding the existing Harbourfront Commission, there were 8 submissions that preferred disbandment and one did not prefer. The 8 submissions that preferred this approach provided a total of 7 reasons. The one submission that did not prefer this approach gave 3 reasons. For retaining the existing Harbourfront Commission, there were 3 submissions in favour of retaining and none opposed. The 3 submissions in favour provided 2 reasons. For the proposed Harbourfront Authority to be a statutory body with an independent executive arm, there were 9 submissions and a total of 6 reasons in support and no submissions against. For the proposed Harbourfront Authority to be a statutory body served by a dedicated multi-disciplinary Government Office, there was one submission in favour that provided one reason and no submissions opposed. There were 59 comments about the accountability of the proposed HA, including 21 comments that “The proposed HA should be subject to public scrutiny and must be accountable to the public, 13 comments that “A check and balance mechanism is needed” and 10

comments that “the proposed HA should prevented from having excessive power and being unregulated”. For the scope of the proposed HA, there were 53 comments, of which 42 were about coordination, including 18 comments about “proposed HA granted adequate power to coordinate the harbourfront development” and 12 comments about the need to “avoid overlap with the Town Planning Board and other statutory bodies”. For the composition of the proposed Harbourfront authority, there were 47 comments including 37 comments about the composition of the governing board, of which there were 11 submissions in favour of following the principle of broad-based representation and 10 comments in favour of including District Councillors. There were 35 comments about the financial model of the proposed HA, of which 17 were that “The funding for HA should be sustainable and sufficient to handle its daily tasks”.

### **Other aspects of the Harbourfront Authority**

Of the 78 comments that related to other aspects of the proposed Harbourfront Authority, 22 comments were about concerns over meeting the set objectives, 18 comments were about concerns over proper management and 10 were about concerns over progress of establishing the proposed Harbourfront authority. Among the 22 comments about meeting the set objectives, 10 were about striking a balance between social objectives and commercial principles and 10 were that the proposed authority should not become profit-oriented.

### **Public engagement process**

Of the 90 comments related to the public engagement process, 80 were concerns about “Insufficient information on the detailed arrangements of the proposed Harbourfront Authority”, including 18 comments about “lack of detail on the role and power of the proposed HA”, 12 comments that “some terms and concepts in the Phase I PE digest are not defined in detail”, and 11 comments were “lack of detail in financial model of the proposed HA”.

## **Consensus**

There was a clear consensus:

1. That the existing design and operation of the existing promenades and the facilities did not fully meet their aspirations for the Harbourfront
2. Supporting the seven shared aspirations for the Harbourfront
3. Identifying problems with the existing Harbourfront development and management model
4. The necessity for Hong Kong to establish the Harbourfront Authority
5. That a dedicated agency would yield the three advantages that were identified by the Harbourfront Commission and was the preferred way forward
6. The consultation provided insufficient information on the detailed arrangements for the proposed Harbourfront Authority

## **Overall**

Overall, this makes clear that there is public support for the second stage of the consultation, to discuss the detailed arrangements for the proposed Harbourfront Authority, which needs to address those who are still skeptical about the effectiveness of the proposed Harbourfront Authority.

## **Annex A    List of public fora**

All concerns and views from 4 regional fora (4 summaries) were included in the qualitative analysis.

**Table A.1: List of regional fora**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	26 Oct 2013	1st Public Forum
2	09 Nov 2013	2nd Public Forum
3	23 Nov 2013	3rd Public Forum
4	28 Dec 2013	4th 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	22 Oct 2013	Development Panel on Legislative Council

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

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	31 Oct 2013	Briefing for Yau Tsim Mong District Council
2	12 Nov 2013	Briefing for Wan Chai District Council
3	14 Nov 2013	Briefing for Central and Western District Council
4	14 Nov 2013	Briefing for Kwun Tong District Council
5	21 Nov 2013	Briefing for Sham Shui Po District Council
6	02 Dec 2013	Briefing for Tsuen Wan District Council
7	06 Dec 2013	Briefing for Kwai Tsing District Council
8	12 Dec 2013	Briefing for Kowloon City District Council
9	19 Dec 2013	Briefing for Eastern District Council

## **Annex C List of events conducted with stakeholders**

All concerns and views from 12 events conducted with stakeholders were collected and included in the qualitative analysis.

The HKUSSRC was invited to attend all events except the briefing for Business and Professionals Federation of Hong Kong on 05 December 2013 and The Hong Kong Institute of Surveyors on 09 December 2013.

**Table C: List of events conducted with stakeholders**

<b>Item</b>	<b>Date</b>	<b>Details</b>
1	06 Nov 2013	Briefing for The Hong Kong Institute of Planners
2	15 Nov 2013	Briefing for The Chinese General Chamber of Commerce
3	23 Nov 2013	Briefing for Hong Kong Water Sports Council
4	27 Nov 2013	Briefing for Faculty of Construction and Environment, The Hong Kong Polytechnic University
5	29 Nov 2013	Briefing for The Hong Kong University Students' Union
6	02 Dec 2013	Luncheon briefing for The Hong Kong General Chamber of Commerce
7	05 Dec 2013	Business and Professionals Federation of Hong Kong
8	09 Dec 2013	Briefing for Overseas chambers of commerce in Hong Kong
9	09 Dec 2013	Briefing for The Chartered Institute of Logistics and Transport in Hong Kong
10	09 Dec 2013	The Hong Kong Institute of Surveyors
11	10 Dec 2013	Briefing for The Real Estate Developers Association of Hong Kong
12	12 Dec 2013	Briefing for The Hong Kong Institute of Architects
13	19 Dec 2013	Briefing for The Chinese Manufacturers' Association of Hong Kong
14	20 Dec 2013	Briefing for The American Chamber of Commerce in Hong Kong

## Annex D List of written submission

20 written submissions including either by soft or hard copies with an organization or company letterhead were collected and included in the qualitative analysis.

**Table D.1: List of written submission with an organization or company letterhead**

Item	Date	Details	Submitted by
1	02 Jan 2014	Views on Proposed Establishment of a Harbournfront Authority (Phase I Public Engagement Consultation)	The Hong Kong Institution of engineers
2	02 Jan 2014	Submission on the proposed establishment of a Harbourfront Authority in Hong Kong	New Zealand Chamber of Commerce in Hong Kong
3	03 Jan 2014	健康空氣行動就「擬議成立海濱管理局：第一階段公眾參與活動」提交的意見書	Clean Air Network
4	03 Jan 2014	建立具認受性及獨立運作海濱管理局	Mr. Albert Chan Wai Yip (Legislative Councillor)
5	03 Jan 2014	Phase 1 Public Engagement on the Proposed Establishment of a Harbourfront Authority	Business Environment Council
6	03 Jan 2014	Proposed Establishment of a Harbourfront Authority	HK Land
7	03 Jan 2014	Phase 1 Public Engagement on the Proposed Establishment of a Harbourfront Authority	Harbour Business Forum
8	03 Jan 2014	Proposed Establishment of a Harbourfront Authority	Australian Chamber of Commerce
9	03 Jan 2014	Proposed Establishment of a Harbourfront Authority	The Real Estate Developers Association of Hong Kong
10	03 Jan 2014	Proposed Establishment of a Harbourfront Authority - Phase 1 Public Engagement Consultation	Swire Properties
11	03 Jan 2014	HKIUD's Response on the setting up of the Harbourfront Authority	The Hong Kong Institute Of Urban Design
12	03 Jan 2014	Proposed Establishment of a	West Kowloon Cultural District



Item	Date	Details	Submitted by
		Harbourfront authority Phase 1 Public Engagement	Authority
13	03 Jan 2014	HKIP's Comments on Phase 2 Public Engagement of the Proposed Establishment of the Harbourfront Authority	The Hong Kong Institute of Planners (HKIP)
14	03 Jan 2014	Phase 1 Public Engagement Exercise for the Proposed Establishment of a Harbourfront Authority	Hong Kong General Chamber of Commerce
15	04 Jan 2014	Proposed Establishment of a Harbourfront Authority Phase 1 Public Engagement Consultation	Hong Kong Institute of Surveyors (HKIS)
16	04 Jan 2014	Phase 1 Public Engagement Exercise For the proposed Establishment of a Harbourfront Authority	Society for Protection of the Harbour
17	04 Jan 2014	擬議成立海濱管理局意見	Mr. CHAN Chit Kwai, BBS, JP (Central and Western DC Members)
18	04 Jan 2014	海濱發展規劃的一點意見	城市規劃關注組
19	04 Jan 2014	Phase 1 Public Engagement Exercise for the Proposed Establishment of a Harbourfront Authority	The Hong Kong Institute of Architects
20	08 Jan 2014	Proposed Establishment of a Harbourfront authority Phase 1 Public Engagement	The Urban Land Institute (ULI)

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

**Table D.2: List of written submission without an organization or company letterhead**

Item	Date	Details	Submitted by
1	06 Oct 2013	組成海濱管理局, 本人意見	A member of public
2	13 Oct 2013	有關「擬議成立海濱管理局」的建議	A member of public
3	13 Nov 2013	Harbour Front Authority	A member of public
4	20 Nov 2013	有關海濱長廊的設施意見	小蜜蜂
5	20 Nov 2013	Proposed Establishment of Harbourfront Authority	A member of public
6	03 Dec 2013	擬成立海濱管理局第一階段公眾參與諮詢回應	A member of public
7	12 Dec 2013	現有海濱長廊	A member of public
8	03 Jan 2014	就「擬議成立海濱管理局的第一階段公眾參與活動」提文意見 中環海濱一離島居民每天必到之處 請重視離島居民聲音	Peng Chau News
9	03 Jan 2014	海濱計劃	A member of public
10	03 Jan 2014	有關海濱發展建議 文章	The Chinese Manufacturers' Association of Hong Kong
11	03 Jan 2014	The Proposed Establishment of the Harbourfront Authority	Dr. Ng ka chui, Isaac (CITY U)
12	03 Jan 2014	Some views about Harbourfront Authority	Ms. Pauline Tan
13	03 Jan 2014	Re: Proposed establishment of a Harbour Front Authority	Ruy Barretto S.C.
14	03 Jan 2014	No subject	A member of public: Pauline
15	04 Jan 2014	海濱管理局	A member of public
16	04 Jan 2014	Submission on establishment of a Harbourfront Authority	Friends of the Earth (HK)
17	04 Jan 2014	Harbourfront Authority	Paul Zimmerman from Designing Hong Kong
18	04 Jan 2014	Proposed establishment of Harbourfront Authority	Mary (form TST Residents Concern Group)

## Annex E List of Media

A total of 54 articles (including 2 editorials, 16 column articles and 36 news articles) from 18 newspapers were included as printed media in the qualitative analysis.

**Table E.1 List of Printed Media**

Item	Name of the printed media	No. of news articles	No. of column articles	No. of editorials	Total
1	am730	1	0	0	1
2	Apple Daliy (蘋果日報)	2	0	0	2
3	China Daily Hong Kong Edition (中國日報香港版)	1	0	0	1
4	Headline Daily (頭條日報)	3	1	1	5
5	Hong Kong Economic Journal (信報財經新聞)	1	3	0	4
6	Hong Kong Economic Times (香港經濟日報)	3	0	0	3
7	Hong Kong Commercial Daily (香港商報)	1	1	0	2
8	Hong Kong Daily News (新報)	2	0	0	2
9	Ming Pao Daily News Canada Eastern Edition (明報加東版)	1	0	0	1
10	Ming Pao Daily News Canada Western Edition (明報加西版)	1	0	0	1
11	Ming Pao Daily News (HK Edition) (明報香港版)	2	0	0	2
12	Oriental Daily News (東方日報)	1	1	0	2
13	South China Morning Post (南華早報)	4	2	0	6
14	Sing Pao daily news (成報)	1	0	0	1
15	Sing Tao Daily (星島日報)	1	7	0	8
16	Tai Kung Pao (大公報)	6	0	0	6
17	The Sun (太陽報)	1	1	0	2
18	Wen Wei Pao (文匯報)	4	0	1	5
<b>Total</b>		<b>36</b>	<b>16</b>	<b>2</b>	<b>54</b>

A total of 3 TV programmes and 1 radio programmes were included in the qualitative analysis.

**Table E.2 List of Broadcasting (TV)**

Item	Date	Station	Name of TV Programme
1	10 Oct 2013	NOW	News Magazine (時事全方位)
2	13 Oct 2013	TVB 無線電視	On the Record (講清講楚)
3	25 Oct 2013	Phoenix TV 鳳凰香港台	時事大破解

**Table E.3 List of Broadcasting (Radio)**

Item	Date	Station	Name of Radio Programme
1	7 Oct 2013	RTHK 香港電台	The Backchat

## Annex F Internet and Social Media

A total of 13 topics (including 3 topics from government web forum, 1 topic from blog and 2 topics from Facebook webpage, 7 online news articles) were included as internet and social media in the qualitative analysis.

**Table F.1: List of government web forum (HAB's Public Affairs Forum)**

Item	Topics
1	建議成立專責的海濱管理局
2	對海濱的願景
3	現有的海濱發展及管理模式在哪程度上符合您對海濱的期望？

**Table F.2: List of government official Facebook**

Item	Date	Sources	Topic
1	4 Oct 2013 to 4 Jan 2014	Facebook	PE Exercise for a Harbourfront Authority (Official Facebook Page)

**Table F.3: List of non-government social media (Blog and Facebook)**

Item	Date	Sources	Topic
1	14 Nov 2013	Facebook	海濱發展受制「猜度」
2	13 Dec 2013	HK HEADLINE BLOG CITY	海濱管理局應早設立

**Table F.3: List of Online news article**

Item	Name of the online media	No. of news articles	No. of column article	No. of editorial	Total
1	Apple Daliy (蘋果日報)	1	0	0	1
2	Hong Kong China News Agency (香港新聞網)	1	0	0	1
3	Oriental Daily News (東方日報)	1	0	0	1
4	Tai Kung Pao (大公報)	2	0	0	2
5	Yahoo News (雅虎新聞)	2	0	0	2
	<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>

## **Annex G      Public View Analytical Framework**

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

### **A.1. Seven aspirations for the Victoria Harbourfront**

#### **A.1.1. Within the stated common aspirations for the Victoria Harbourfront**

##### A.1.1.1. Vibrant with diversified activities and events

A.1.1.1.1. Agree

A.1.1.1.2. Disagree

##### A.1.1.2. Creative and innovative in design and operations

A.1.1.2.1. Agree

A.1.1.2.2. Disagree

##### A.1.1.3. Easily Accessible

A.1.1.3.1. Agree

A.1.1.3.2. Disagree

##### A.1.1.4. Sustainable

A.1.1.4.1. Agree

A.1.1.4.2. Disagree

##### A.1.1.5. Harbourfront for the people

A.1.1.5.1. Agree

A.1.1.5.2. Disagree

##### A.1.1.6. People-oriented Public Open Space

A.1.1.6.1. Agree

A.1.1.6.2. Disagree

##### A.1.1.7. A quality Destination that Hong Kong can be proud of

A.1.1.7.1. Agree

A.1.1.7.2. Disagree

#### **A.1.2. Other Aspirations for the Victoria Harbourfront**

##### A.1.2.01. Inclusion commercial elements

###### A.1.2.1.1. Include OR Increase

A.1.2.1.1.1. Include commercial elements

A.1.2.1.1.2. Add

###### A.1.2.1.2. Exclude OR decrease

A.1.2.1.2.1. Exclude commercial elements

A.1.2.1.2.2. Too much commercial elements is undesirable

- A.1.2.1.2.3. Less commercial elements is preferred
  - A.1.2.02. Victoria Harbourfront should be positioned as a tourist spot
    - A.1.2.2.1. Agree
    - A.1.2.2.2. Disagree
  - A.1.2.03. Clean and Green Zones
    - A.1.2.3.1. Agree
    - A.1.2.3.2. Disagree
  - A.1.2.04. Having cycling tracks and other related facilities
    - A.1.2.4.1. Agree
    - A.1.2.4.2. Disagree
  - A.1.2.05. Waterfronts should be connected to each other
    - A.1.2.5.1. Agree
    - A.1.2.5.2. Disagree
  - A.1.2.06. Catering services should be available along the waterfront
    - A.1.2.6.1. Agree
    - A.1.2.6.2. Disagree
  - A.1.2.07. Having water sports and water leisure activities alongside the water-body of the waterfront
    - A.1.2.7.1 Agree
    - A.1.2.7.2 Disagree
  - A.1.2.08. Harbourfront should provide space for entertainment and performing arts
    - A.1.2.8.1 Agree
    - A.1.2.8.2. Disagree
  - A.1.2.09. Having open-space or track for leisure walking and jogging
    - A.1.2.9.1. Agree
    - A.1.2.9.2. Disagree
  - A.1.2.10. More public participation in planning the harbourfront
    - A.1.2.10.1 Agree
    - A.1.2.10.2 Disagree
  - A.1.2.11. Having open-space for pets
    - A.1.2.11.1. Agree
    - A.1.2.11.2. Disagree
  - A.1.2.12. Different functions and activities would not interfere with each other
    - A.1.2.12.1. Agree
    - A.1.2.12.2. Disagree
  - A.1.2.13. Better water-land interfaces
    - A.1.2.13.1. Agree

- A.1.2.13.2. Disagree
- A.1.2.14. Waterfronts to be connected by water transports
  - A.1.2.14.1. Agree
  - A.1.2.14.2. Disagree
- A.1.2.15. District characters should be seen in the harbourfront
  - A.1.2.15.1 Agree
  - A.1.2.15.2 Disagree
- A.1.2.16. Cancel or minimize military uses
  - A.1.2.16.1. Agree
  - A.1.2.16.2. Disagree
- A.1.2.17. Space for Arts and Cultural activities
  - A.1.2.17.1 Agree
  - A.1.2.17.2. Disagree
- A.1.2.18. Victoria Harbourfront should be infused with Hong Kong Culture
  - A.1.2.18.1. Agree
  - A.1.2.18.2. Disagree
- A.1.2.19. International events to be held along the waterfront
  - A.1.2.19.1 Agree
  - A.1.2.19.2 Disagree
- A.1.2.20. Having fishing areas
  - A.1.2.20.1. Agree
  - A.1.2.20.2. Disagree
- A.1.2.21. Reduce reclamation
  - A.1.2.21.1 Agree
  - A.1.2.21.2 Disagree
- A.1.2.22. Enough open spaces
  - A.1.2.22.1. Agree
  - A.1.2.22.2. Disagree
- A.1.2.23. Space or facilities for sports in the harbourfront areas
  - A.1.2.23.1. Agree
  - A.1.2.23.2. Disagree
- A.1.2.24. For both the local residents and tourists
  - A.1.2.24.1 Agree
  - A.1.2.24.2 Disagree
- A.1.2.25. Benches
  - A.1.2.25.1 Agree
  - A.1.2.25.2 Disagree
- A.1.2.26. Cooperation with NGOs



- A.1.2.26.1. Agree
- A.1.2.26.2. Disagree
- A.1.2.27. Include children playgrounds
  - A.1.2.27.1. Agree
  - A.1.2.27.2. Disagree
- A.1.2.28. Facilities along the waterfronts to be shared by different users in a reasonable way
  - A.1.2.28.1. Agree
  - A.1.2.28.2. Disagree
- A.1.2.29. Building marina
  - A.1.2.29.1. Agree
  - A.1.2.29.2. Disagree
- A.1.2.30. Having places to show the history of nearby places and the harbourfront
  - A.1.2.30.1. Agree
  - A.1.2.30.2. Disagree
- A.1.2.31. Having iconic structure
  - A.1.2.31.1. Agree
  - A.1.2.31.2. Disagree
- A.1.2.32. The harbourfront should be well-connected to the outer islands
  - A.1.2.32.1. Agree
  - A.1.2.32.2. Disagree
- A.1.2.33. Transportation Information should be provided at the harbourfront areas
  - A.1.2.33.1. Agree
  - A.1.2.33.2. Disagree
- A.1.2.34. Accessible by disabled people
  - A.1.2.34.1. Agree
  - A.1.2.34.2. Disagree
- A.1.2.35. No noises
  - A.1.2.35.1. Agree
  - A.1.2.35.2. Disagree
- A.1.2.36. Reallocate the loading area
  - A.1.2.36.1. Agree
  - A.1.2.36.2. Disagree
- A.1.2.37. Reduce Water Pollution
  - A.1.2.37.1. Agree
  - A.1.2.37.2. Disagree
- A.1.2.38. Can attract people to stay
  - A.1.2.38.1. Agree

- A.1.2.38.2. Disagree
- A.1.2.39. Have beaches
  - A.1.2.39.1. Agree
  - A.1.2.39.2. Disagree
- A.1.2.40. Grounds for educational-purposed activities
  - A.1.2.40.1. Agree
  - A.1.2.40.2. Disagree
- A.1.2.41. Avoid over-development
  - A.1.2.41.1. Agree
  - A.1.2.41.2. Disagree

## **A.2. Comments on the existing harbourfront development and management model**

### **A.2.1. Positive Comments**

- A.2.1.1 The existing arrangement in managing the harbourfront areas is doing well

### **A.2.2. Negative Comments**

- A.2.2.01. Problems associated with bureaucratic process of the existing Government build-and-operate model
  - A.2.2.1.1. The management style is bureaucratic
  - A.2.2.1.2. Lack of Inter-departmental and cross-sectoral coordination
  - A.2.2.1.3. Constraints to achieve a vibrant and diversified waterfront due to regulations
  - A.2.2.1.4. Development cycle takes more time and resources under usual Government planning
  - A.2.2.1.5. Civil servants tend to maintain the status quo
- A.2.2.02. HC only takes on the advisory and advocacy roles and fails on improving the planning of harbourfront
- A.2.2.03. Lack of creativity, diversity and vibrancy in the waterfront areas
- A.2.2.04. The waterfront facilities are not well designed and managed
- A.2.2.05. Users of the waterfront were not encouraged to access the water body near the waterfront
- A.2.2.06. The harbourfront cannot be easily accessed
- A.2.2.07. Lack of public involvement in decision making
- A.2.2.08. Non-governmental organizations were not allowed to operate facilities in the waterfront
- A.2.2.09. Lack of environmental protection and sustainability considerations

A.2.2.10. Lack of representative of non-Chinese residents in the current Harbourfront Commission

### **A.3. Opinions on the proposed Harbourfront Authority**

#### **A.3.1. Opinions on the establishment of a statutory Harbourfront Authority**

##### **A.3.1.1. Support (Submission-based)**

A.3.1.1.1. Support without reasons (Submission-based)

A.3.1.1.2. Support with reasons (Submission-based)

A.3.1.1.3. Reasons for supporting the proposed establishment of a Harbourfront Authority

A.3.1.1.3.01 Plan, design, develop, operate and manage harbourfront sites holistically

A.3.1.1.3.02. Reduce bureaucratic red-tape

A.3.1.1.3.03. Facilitate inter-departmental and cross-sectoral coordination

A.3.1.1.3.04. Promote community involvement

A.3.1.1.3.05. Accommodate innovative ideas and designs, encourage creativity and boost vibrancy

A.3.1.1.3.06. Improve efficiency by having a dedicated authority with clear and specified organizational goal

A.3.1.1.3.07. Adopt a place-making approach and manage the sites with flexibility

A.3.1.1.3.08. It is a trend to establish an authority to manage waterfront in other overseas countries

A.3.1.1.3.10. Combine advocacy and execution

A.3.1.1.3.11. Shorten development cycle

A.3.1.1.3.12. The future waterfront would be closer to the needs of the public by the establishment of the proposed HA

A.3.1.1.3.13. Strike a good balance between social objectives and commercial principles

A.3.1.1.3.14. Subject to public scrutiny

##### **A.3.1.2. Not support (Submission-based)**

A.3.1.2.1. Not support without reasons (Submission-based)

A.3.1.2.2. Not support with reasons (Submission-based)

A.3.1.2.3. Reasons for Not supporting the proposed establishment of a Harbourfront Authority

A.3.1.2.3.1. Skeptical about the effectiveness of HA

A.3.1.2.3.2. The current development and management model is well-enough

- A.3.1.2.3.3. Inadequate check and balance mechanism OR Power over the Harbourfront would be (too concentrated into one single entity)
- A.3.1.2.3.4. The responsibilities of the proposed HA and other governmental department and statutory bodies are overlapped
- A.3.1.2.3.5. The government officials are more accountable than members from a statutory body
- A.3.1.2.3.6. The decision of the proposed HA will be biased to the private sectors
- A.3.1.2.3.7. The planning of the harbourfront will not be consistent with other areas under planning of the Planning Department
- A.3.1.2.3.8. Financial arrangement of HA is uncertain

### **A.3.2. Preference for model of the proposed Harbourfront Authority**

#### **A.3.2.1. Structure**

- A.3.2.1.1. Disband HC (HA takes on the advisory and advocacy roles)
  - A.3.2.1.1.1. Preferred (Submission-based)
    - A.3.2.1.1.1.1. Preferred without reasons (Submission-based)
    - A.3.2.1.1.1.2. Preferred with reasons (Submission-based)
    - A.3.2.1.1.1.3. Reasons
      - A.3.2.1.1.1.3.1. Easily recognized by the public as a single entity
      - A.3.2.1.1.1.3.2. Facilitating a more integrated approach
  - A.3.2.1.1.2. Not Preferred (Submission-based)
    - A.3.2.1.1.2.1. Not Preferred without reasons (Submission-based)
    - A.3.2.1.1.2.2. Not Preferred with reasons (Submission-based)
    - A.3.2.1.1.2.3. Reasons
      - A.3.2.1.1.2.3.1. Perceived conflict of interest by the public
      - A.3.2.1.1.2.3.2. Too many incompetent advisory boards
- A.3.2.1.2. Retain HC (HC continues its current advisory and advocacy roles)
  - A.3.2.1.2.1. Preferred (Submission-based)
    - A.3.2.1.2.1.1. Preferred without reasons (Submission-based)
    - A.3.2.1.2.1.2. Preferred with reasons (Submission-based)
    - A.3.2.1.2.1.3. Reasons
      - A.3.2.1.2.1.3.1. Preserving the neutrality of HC's existing advisory and advocacy roles
  - A.3.2.1.2.2. Not Preferred (Submission-based)
    - A.3.2.1.2.2.1. Not Preferred without reasons (Submission-based)
    - A.3.2.1.2.2.2. Not Preferred with reasons (Submission-based)

- A.3.2.1.2.2.3. Reasons
    - A.3.2.1.3. A statutory HA with its own executive arm
      - A.3.2.1.3.1. Preferred (Submission-based)
        - A.3.2.1.3.1.1. Preferred without reasons (Submission-based)
        - A.3.2.1.3.1.2. Preferred with reasons (Submission-based)
        - A.3.2.1.3.1.3. Reasons
          - A.3.2.1.3.1.3.1. Better efficiency
          - A.3.2.1.3.1.3.2. Promote Community Involvement
          - A.3.2.1.3.1.3.3. May reducing inter-departmental red-tape
          - A.3.2.1.3.1.3.4. Easier to attract talent from both local and overseas
      - A.3.2.1.3.2. Not Preferred (Submission-based)
        - A.3.2.1.3.2.1. Not Preferred without reasons (Submission-based)
        - A.3.2.1.3.2.2. Not Preferred with reasons (Submission-based)
        - A.3.2.1.3.2.3. Reasons
    - A.3.2.1.4. A statutory HA served by a dedicated Government Office
      - A.3.2.1.4.1. Preferred (Submission-based)
        - A.3.2.1.4.1.1. Preferred without reasons (Submission-based)
        - A.3.2.1.4.1.2. Preferred with reasons (Submission-based)
        - A.3.2.1.4.1.3. Reasons
          - A.3.2.1.4.1.3.1. Better Interaction and liaison with government departments
      - A.3.2.1.4.2. Not Preferred (Submission-based)
        - A.3.2.1.4.2.1. Not Preferred without reasons (Submission-based)
        - A.3.2.1.4.2.2. Not Preferred with reasons (Submission-based)
        - A.3.2.1.4.2.3. Reasons
    - A.3.2.1.5. Maintain the Status Quo (HC as advisory body and the Government as executive body)
      - A.3.2.1.5.1. Preferred (Submission-based)
        - A.3.2.1.5.1.1. Preferred without reasons (Submission-based)
        - A.3.2.1.5.1.2. Preferred with reasons (Submission-based)
        - A.3.2.1.5.1.3. Reasons
          - A.3.2.1.5.1.3.1. The existing model were effective enough
      - A.3.2.1.5.2. Not Preferred (Submission-based)
        - A.3.2.1.5.2.1. Not Preferred without reasons (Submission-based)
        - A.3.2.1.5.2.2. Not Preferred with reasons (Submission-based)
        - A.3.2.1.5.2.3. Reasons
  - A.3.2.2. Composition
    - A.3.2.2.1. Governing board members

- A.3.2.2.1.01. Broad-based representation in the proposed HA
- A.3.2.2.1.02. The governing board should include District Councilors
- A.3.2.2.1.03. The governing board should include civil servants
- A.3.2.2.1.04. The governing board should include professionals
- A.3.2.2.1.05. The governing board should include representatives from Green Groups
- A.3.2.2.1.06. The governing board should include Legislative Councilors
- A.3.2.2.1.07. The governing board should include representatives from the Environmental Department
- A.3.2.2.1.08. The governing board should include members from representation of water sports organizations
- A.3.2.2.1.09. The governing board should include people with global vision
- A.3.2.2.1.10. The number of advisory posts the government board members hold should be restricted
- A.3.2.2.1.11. The governing board should include representatives from Arts Groups
- A.3.2.2.2. Leadership of the proposed HA
  - A.3.2.2.2.1. The proposed HA should be led by high-level government officials
  - A.3.2.2.2.2. The proposed HA should not be dominated by government officials
- A.3.2.2.3. Supporting staff of the proposed HA
  - A.3.2.2.3.1. The proposed HA should be supported by multi-disciplinary administrative and professional staff
- A.3.2.3. Scope of the proposed HA
  - A.3.2.3.1. Physical harbourfront areas under management of the proposed HA
    - A.3.2.3.1.1. Includes waterfront areas in the Victoria Harbour
    - A.3.2.3.1.2. Includes other waterfront areas outside Victoria Harbour
    - A.3.2.3.1.3. Includes all inland within certain distance from the coastline
    - A.3.2.3.1.4. Includes all waterfront areas currently managed by LCSD
  - A.3.2.3.2. Coordination
    - A.3.2.3.2.1. The proposed HA should be granted adequate power to coordinate for the harbourfront development
    - A.3.2.3.2.2. Avoid overlapping responsibilities with Town Planning Board
    - A.3.2.3.2.3. Communication channels between HA and the District Councils need to be established
    - A.3.2.3.2.4. The proposed HA should be in a position to negotiate with private sectors on developing an unimpeded promenade

#### A.3.2.3.3. Harbourfront Planning

A.3.2.3.3.1. The proposed HA will be responsible for all harbourfront planning and does not need the approval from Town Planning Board

A.3.2.3.3.2. The proposed HA will be responsible for drafting the development plan and submit to Town Planning Board for approval

#### A.3.2.3.4. Promotion

A.3.2.3.4.1. The proposed HA should promote Victoria Harbour as UNESCO world heritage status

#### A.3.2.4. Financial Model of the proposed HA

A.3.2.4.1. The funding for HA should be sustainable and sufficient to handling its daily tasks

A.3.2.4.2. The proposed HA should have certain degree of freedom and responsibility in financial arrangement

A.3.2.4.3. The proposed HA should be funded by a dedicated fund

A.3.2.4.4. The proposed HA can obtain itself income by collecting rents

A.3.2.4.5. Part of the funding of the proposed HA should be obtained from the private sectors

#### A.3.2.5. Accountability of the proposed HA

A.3.2.5.1. The proposed HA should be subject to public scrutiny with high-level of transparency and accountability

A.3.2.5.2. A check and balance mechanism is needed

A.3.2.5.3. The proposed HA should prevent from having excessive power and being unregulated

A.3.2.5.4. The voices of the public should be incorporated in decision-making

A.3.2.5.5. The proposed HA should keep independent from the government

A.3.2.5.6. The proposed HA should prevent from turning into an organization to fulfil governing board members' private agenda or interests

A.3.2.5.7. The work of the proposed HA should be monitored by the Legislative Council

### **A.4. Other opinions related to the proposed HA**

#### **A.4.1. Concerns over meeting the set objectives**

A.4.1.1. The proposed HA should strike a balance between social objectives and commercial principles

A.4.1.2. The proposed HA should not become profit-oriented

A.4.1.3. The proposed HA should stay away from the present operation model of LCSD facilities

#### **A.4.2. Concerns over proper management**

A.4.2.1. The proposed HA should ensure benefit outweighing cost and targets met

A.4.2.2. The proposed HA should prevent from becoming bureaucratic itself

A.4.2.3. The proposed HA should make judgment based on professionalism

A.4.2.4. The performance of the proposed HA should be regularly checked

#### **A.4.3. Concerns over progress of establishing HA**

A.4.3.1. There should be measures to ensure smooth transition to the proposed HA

A.4.3.2. The government should expedite the establishment of the proposed HA

#### **A.4.4. Concerns over role in sustainable development**

A.4.4.1. The proposed HA should also deal with marine pollution and other environmental issues

A.4.4.2. The proposed HA has the responsibility to preserve the history and culture related to the waterfront

#### **A.4.5 Concerns over reclamation and Harbour Protection**

A.4.5.1. The proposed HA has the duty to protect the harbour and implement the Protection of the Harbour Ordinance

A.4.5.2. The ordinance for setting of the proposed HA should define clearly on legal terms related to reclamation

#### **A.4.6. Approach for vesting sites**

A.4.6.1. In a phased approach

A.4.6.2. The government land on the waterfront should be developed first before acquiring private lands

#### **A.4.7. Other power and privileges**

A.4.7.1. Facilities on the waterfront could be owned by the proposed HA

A.4.7.2. The proposed HA should be responsible for approving funding for activities held at harbourfront areas

#### **A.4.8. Alternative name for the proposed HA**

#### **A.4.9. The harbourfront development will be delayed if the previous consultation is to be redone after the establishment of HA**

### **A.5. Comments on the consultation process**

#### **A.5.1. Insufficient information on the detailed arrangement of the proposed Harbourfront Authority**

A.5.1.01. Lack of detail on the role and power of the proposed HA

A.5.1.02. Some terms and concepts in consultation materials are not defined in detail



- A.5.1.03. Lack of detail in financial model of the proposed HA
- A.5.1.04. The areas to be managed by the proposed HA are not shown in detail
- A.5.1.05. How the proposed HA can achieve its goals are not explained in detail
- A.5.1.06. Lack of detailed redevelopment plans of harbourfront
- A.5.1.07. Lack of detail in structure and composition of the proposed HA
- A.5.1.08. Lack of detail in how to achieve sustainability and environmental protection
- A.5.1.09. More examples of waterfront development outside Hong Kong should be provided
- A.5.1.10. Insufficient information in general
- A.5.1.11. Lack of the timetable for establishment of the proposed HA
- A.5.2.12. Lack of detail in implementation of the Protection of The Harbour Ordinance
- A.5.2.13. Lack of detail in how to facilitate water sports
- A.5.2.14. Lack of detail in how to balance the interest among sectors

**A.5.2. Stakeholders who should be included in future consultation**

**A.5.3. Lack of publicity for the consultation**

**A.5.4. The government should not express their preference on different approaches of the proposed HA during consultation**

**A.5.5. The government should have its own stance during consultation**

## **Annex H Feedback questionnaire**

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

This form is intended to collect anonymous public feedback from Hong Kong residents and organisations on the proposed establishment of 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 public engagement exercise.

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海濱管理局的意見。您所提供的任何意見及建議，將會被視作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）這些不記名的意見及建議，作為這次公眾參與活動之用。

如有您不願意或無法作答的問題，請把答案留空便可。

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。

When did you last visit any part of the Victoria Harbourfront (including waterfront parks and promenades)?  
請問您上一次踏足維港海濱（維港海濱的任何部分，包括海濱公園和海濱長廊）是什麼時候呢？

- |  |          |
|--|----------|
| <input type="checkbox"/> Never                 | 從來沒有     |
| <input type="checkbox"/> More than a year ago  | 一年多前     |
| <input type="checkbox"/> Within the last year  | 在過去的一年內  |
| <input type="checkbox"/> Within the last month | 在過去的一個月內 |

To what extent does the design and operation of the existing promenades and the facilities therein meet your aspirations for the Harbourfront?

現時海濱長廊及其設施的設計及運作，在哪程度上符合您對維港海濱的期望？

- |   |        |
|---|--------|
| <input type="checkbox"/> Fully met          | 完全符合   |
| <input type="checkbox"/> Somewhat met       | 有些符合   |
| <input type="checkbox"/> Only partially met | 只有部分符合 |
| <input type="checkbox"/> Not met all        | 完全不符合  |

The Harbourfront Commission considers that the following are the common aspirations for the Victoria Harbourfront, please indicate to what extent you share each of these aspirations:

海濱事務委員會認為以下是對維港海濱的共同期望，請問你有多認同以下這些期望：

The common aspirations for the Victoria Harbourfront 對維港海濱的共同期望	Completely share 完全認同	Somewhat share 有些認同	Weakly share 不太認同	Do not share at all 完全不認同
Vibrant with diversified activities and events 朝氣蓬勃，具多元化的活動及節目	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creative and innovative in design and operations 新穎創新的設計和營運	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Easily accessible 暢達	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable 可持續發展	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harbourfront for the people 全民海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People-oriented public open space 以人為本的公共休憩空間	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A quality destination that Hong Kong can be proud of 成為香港可以引以為傲的優質目的地	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What other aspirations do you have for the Harbourfront?  
你對維港海濱還有什麼的期望？

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**The Harbourfront Commission believes that the establishment of a dedicated Harbourfront Authority to take forward harbourfront enhancement from planning, design and construction to operation and management, will achieve the following advantages:**

海濱事務委員會相信，成立一個專責的海濱管理局，從規劃、設計、建造到營運和管理方面推動優化海濱的工作，將實現以下的優點：

- **Avoid civil service-wide fiscal and human resources constraints, allowing the development to be expedited to better meet public demand.**

避免受制於整個公務員體系的財政及人力資源限制，能加快發展，更能滿足公眾需求。

- **Promote creativity and diversity in designing the harbourfront.**

促進海濱設計更具創意及多元化。

- **Allow more flexible, tailor-made management rules, allowing facilities like restaurants and cafés to be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.**

訂立更靈活及度身訂造的管理規則，更廣泛地在海濱推廣不同用途及特色設施，例如食肆及茶座等，令海濱更多元化，吸引更多遊人，成為更朝氣蓬勃和具吸引力的地方。

Please indicate the extent to which you agree that a dedicated agency would yield the above advantages.  
請表示在哪程度上您同意一個專責的機構能帶來上述優勢。

- |   |            |  |       |
|---|------------|--|-------|
| <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 |

Please indicate the extent to which you agree that a dedicated body should be the way forward.  
請表示在哪程度上您認同一個專責機構是未來應採取的路向。

- |   |            |  |       |
|---|------------|--|-------|
| <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, please indicate your reasons and/or concerns.  
如果您不同意或非常不同意，請註明原因和/或疑慮。

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**One key element to be decided about the proposed dedicated body is whether it should take over the existing advisory and advocacy roles of the Harbourfront Commission.**

關於擬議的專責機構的一個重要元素，是應否由它肩負海濱事務委員會現時的諮詢和倡導角色。

Please indicate the extent to which you are aware of the existence and roles of the Harbourfront Commission.  
請您表示您有多認識海濱事務委員會的存在和角色。

- |  |         |   |       |
|--|---------|---|-------|
| <input type="checkbox"/> Fully aware of      | 完全認識    | <input type="checkbox"/> Generally heard of | 一般聽說過 |
| <input type="checkbox"/> Not aware of at all | 完全沒有聽說過 |   |       |

Please indicate the extent to which you agree that a dedicated body should take over the roles of the Harbourfront Commission.

請您表示您有多同意應由專責機構肩負海濱事務委員會現時的諮詢和倡導角色。

- |   |            |  |       |
|---|------------|--|-------|
| <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, please indicate your reasons and/or concerns.  
如果您不同意或非常不同意，請註明原因和/或疑慮。

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Please indicate any other views you have about the roles of the proposed dedicated body, such as your reasons for preferring a particular model or other suggested models.

如您對議擬的專責機構之角色有任何其他的看法，請註明您的意見，例如您傾向的特定模式，或其他建議的模式之原因。

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Which of the following identity you are 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？

☐ 18 歲以下 below 18

☐ 18-29

☐ 30-39

☐ 40-49

☐ 50-59

☐ 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？

☐ Central and Western 中西區

☐ Eastern Hong Kong Island 東區

☐ Wan Chai 灣仔

☐ Kwun Tong 觀塘

☐ Wong Tai Sin 黃大仙

☐ Islands 離島

☐ North 北區

☐ Sha Tin 沙田

☐ Tsuen Wan 荃灣

☐ Yuen Long 元朗

☐ Southern 南區

☐ Kowloon City 九龍城

☐ Shan Shui Po 深水埗

☐ Yau Tsim Mong 油尖旺

☐ Kwai Tsing 葵青

☐ Sai Kung 西貢

☐ Tai Po 大埔

☐ Tuen Mun 屯門

☐ Tourist 遊客

**We look forward to receiving your views. Please send us your views through the channels below on or before 4 January 2014:**

我們期待收到你的意見。請透過以下途徑在 2014年1月4日或之前 遞交你的意見：

**Email 電郵：** [hape@hfc.org.hk](mailto: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！**