



15<sup>th</sup> December 2014

Harbourfront Commission  
17/F West Wing,  
Central Government Offices,  
2 Tim Mei Avenue,  
Tamar,  
Hong Kong

Dear Sir,

**Re: Proposed Establishment of a Harbourfront Authority – Phase II Public Engagement Consultation**

We refer to the Phase II Public Engagement Consultation Digest on the Proposed Establishment of a Harbourfront Authority (“the Authority”). It is encouraging that there is general support from the public and stakeholders for the establishment of a dedicated body to plan, design, construct, operate and manage harbourfront projects in a holistic manner. Regarding the proposed framework of the Authority, we have the following comments:-

1. The board composition of the Authority should ensure there is a balanced representation of interests of stakeholders who can also give valuable advice to the Authority regarding the management, project development, operation and commercial viability for harbourfront projects.
2. We strongly agree that the Authority should take an active role in facilitating and enhancing collaboration and partnership with the private sector and Non-Government organisations (NGO). Collaboration between the Authority, Government, NGO and the private sector will ensure the harbourfront is developed utilizing the skills from all sectors. In particular the private sector's expertise in developing leisure and recreational facilities will definitely help in creating a vibrant and attractive harbourfront for public enjoyment. To further promote a sustainable harbourfront, we recommend the Authority to adopt a long-term approach when establishing partnerships with private sector and NGO enterprises by lengthening the term of partnership agreements.
3. An independent executive arm is important to encourage flexibility and creativity in the design and implementation of harbourfront projects although we suggest such an executive arm of the Authority be mainly supported by a dedicated Government team when the Authority is initially established. The Authority should avoid any unnecessary bureaucratic red-tape to ensure effective delivery.





4. Financial autonomy of the Authority is considered necessary to ensure the smooth implementation of harbourfront projects. The proposed framework that resources would be drawn from a dedicated fund, subject to Legislative Council's approval, when a project is ready for implementation is preferred to a project-specific funding approval process by LegCo as this would inevitably lengthen the project development schedule. The dedicated fund approach would reduce the lead-time of projects whilst still ensuring the Authority is subject to public accountability.

We urge the establishment of the Authority without delay to deliver and implement successful harbourfront areas and its key objections in a timely manner.

Yours faithfully,  
For and on behalf of  
**SWIRE PROPERTIES LIMITED**



Gordon Ongley  
Director, Development