

FINAL REPORT ON THE PROPOSED ESTABLISHMENT OF A HARBOURFRONT AUTHORITY IN HONG KONG

INTRODUCTION

In October 2012, the Harbourfront Commission (“HC”) submitted a “Report on the Proposed Establishment of a Harbourfront Authority (“HFA”) in Hong Kong” to the Government. The Report recommended the establishment of an independent statutory body with its own financial resources and the mission to press ahead with enhancement of the harbourfront in a holistic manner. It was considered that this body must possess an innovative mindset and a more flexible management approach to realise the long-term objective of a world class harbourfront that is attractive, vibrant, accessible and sustainable.

2. With the Government welcoming the recommendation in the 2013 Policy Address and to gauge public views on the proposal, HC and the Development Bureau (“DEVB”) jointly launched a 2-phase Public Engagement (“PE”) Exercise in October 2013. The Social Sciences Research Centre of the University of Hong Kong (“HKUSSRC”) was appointed to collect, compile, analyse and report the views of various stakeholder groups, including those of the general public, expressed during the PE Exercise.

3. Phase I PE Exercise was conducted from October 2013 to January 2014. Its objectives were to seek public views on their aspirations for the harbourfront; whether the existing model could meet their aspirations; whether an HFA should be established and, if so, which model or approach would be more suitable. During Phase I PE Exercise, a total of 27 briefings were held for various stakeholders, including the Legislative Council (“LegCo”) Panel on Development, nine District Councils (“DCs”) with a shoreline fronting on Victoria Harbour, professional bodies, local and overseas chambers of commerce, think tanks and universities. Four public forums were also held for the general public at large. Views collected in Phase I PE Exercise indicated that there was general support for the establishment of a dedicated authority, though there were different views on the model that should be adopted. A copy of the Phase I PE Consultation Digest and HKUSSRC’s Report for Phase I PE is at **Appendix A** and **Appendix B** respectively.

4. Taking into account views received in Phase I PE Exercise, HC and DEVB sought to address the views expressed and jointly drew up a

detailed framework for the operation of the proposed HFA, including its vision, functions, financial arrangements, land allocation and public accountability measures.

5. The objectives of Phase II PE Exercise were to consult the public on detailed arrangements for the proposed HFA and to facilitate more in-depth public discussions regarding the proposed governance and management functions, advisory and advocacy functions, and executive functions.

6. HC and DEVB jointly launched the 3-month Phase II PE Exercise on 25 September 2014. A total of 19 briefings were held. In addition to the briefing for LegCo Panel on Development, HC and DEVB also briefed the nine DCs with shoreline fronting on Victoria Harbour, professional bodies and chambers of commerce on our proposals. Three public forums were also conducted. Views collected in Phase II PE Exercise showed that the majority view of the public was supportive of the establishment of HFA and there was broad support for the proposals put forth in Phase II PE Exercise. Some members of the public expressed concerns over certain specific aspects. These included possible conflict of interest between the advisory and executive roles of HFA, the possibility of over-commercialization along the harbourfront, financial sustainability of HFA and the sufficiency and effectiveness of accountability and transparency measures. A copy of the Phase II PE Consultation Digest and HKUSSRC's Report for Phase II PE is at **Appendix C** and **Appendix D** respectively.

RECOMMENDATION AND PROPOSED FRAMEWORK FOR HFA

7. Two phases of PE Exercise showed that there is overwhelming dissatisfaction with the current development and management model of the harbourfront. Establishment of an HFA which could address harbourfront development in a more holistic manner with an innovative mindset and a more flexible management approach is supported by the public and relevant stakeholders.

8. With this in mind, HC recommends that the Government should proceed with the establishment of a statutory HFA to design, develop, operate and manage harbourfront projects in a holistic manner with a creative mindset and flexible framework.

9. Taking into account the views received in two phases of PE Exercise, we have further fine-tuned the framework that was set out in the Report submitted in October 2012. In the ensuing paragraphs, we recap the proposal we put forth for Phase II PE Exercise and the amendments made to address public views and concerns expressed. We believe the detailed arrangements proposed in this note are balanced and able to respond to public needs.

Objectives of HFA

10. It is HC and the Government's common vision to enhance Victoria Harbour and its harbourfront areas to make our harbourfront an attractive, vibrant, accessible and sustainable world class asset. We consider that the HFA, if established, should be a visionary body that endeavours to achieve the above. During Phase II PE Exercise, we put forth that HFA should perform its functions and roll out its initiatives having regard to the following purposes -

- (a) Protection, preservation and enhancement of the Victoria harbour and its harbourfront;
- (b) Promotion and delivery of a sustainable harbourfront;
- (c) Recognition of Victoria Harbour as a balanced working harbour and public space;
- (d) Facilitation of better partnership and collaboration among HFA, Government, NGOs in harbourfront enhancement;
- (e) Promotion of public engagement in project development; and
- (f) Promotion of innovative design and flexible management.

11. The public showed strong support for the proposed objectives of HFA. In addition, the public also suggested that HFA should endeavour to achieve the following –

- (a) Promotion of holistic harbourfront management;
- (b) Reduction of red-tape within and between government departments in taking forward enhancement measures;
- (c) Realization of a continuous promenade along the Victoria

harbourfront;

- (d) Striking a balance between enhancing vibrancy and the protection of the harbour;
- (e) Improving accessibility to the harbourfront;
- (f) Ability to meet social and community objectives;
- (g) Addressing the various needs of Victoria Harbour as a working harbour;
- (h) Assisting social enterprises and promoting employment among the less privileged through harbourfront development; and
- (i) Reduction of odour issues in the Harbour.

12. HC considers that many of the suggestions in paragraph 11 echo the original objectives. Accordingly, in order to avoid repetition, we propose to add the following as objectives of the future HFA -

- (a) Emphasis on holistic development including creation of a continuous harbourfront for public enjoyment; and
- (b) Improvement of accessibility to the harbourfront;

We also recommend that all objectives should be suitably translated into performance indicators for public evaluation.

Functions of HFA

13. During Phase II PE Exercise, HC and DEVB put forth that the proposed HFA should perform three key functions, which are (a) governance and management functions, (b) advisory and advocacy functions, and (c) executive functions. Taking into account public views received in Phase II PE Exercise, HC recommends HFA to perform the following functions -

Governance and Management Functions

14. During Phase II PE Exercise, the public generally agreed that a

governing board should be formed to lead HFA and perform the following roles which are similar in nature to the those performed by the boards of other statutory authorities –

- (a) Draw up corporate and business plans;
- (b) Oversee the overall planning, development, operation and management of the sites allocated to HFA;
- (c) Promote and encourage organisation of events for public enjoyment;
- (d) Provide advice to Government on the holistic and strategic development of the harbourfront and its use and enjoyment by the public;
- (e) Implement public accountability measures;
- (f) Manage resources and finances; and
- (g) Set key performance indicators (“KPIs”).

Board Composition

15. Regarding the composition of the Board, the views expressed were mostly concerned with five aspects, namely, the inclusion of DC members, the appointment mechanism, the presence of Government representatives, the size of Board and remuneration of members.

16. All DCs consulted and some members of the public considered that DC members who are familiar with district needs should be appointed to the Board to reflect local views and maintain healthy communications between HFA and local districts. If it was not practicable to allow each of the nine harbourfront DCs to have their own representative on the Board, DC members could be appointed to the committees. On the other hand, some professionals considered the Board should remain apolitical and expressed reservation over the inclusion of too many politicians. Some members from the business sector further considered that it should not be dominated by LegCo representatives.

17. On the appointment mechanism, some members of the public suggested that the level of representativeness would be compromised if

its members were all appointed by the Government and suggested that Members of LegCo / DCs serving on the Board should be returned by election. Some even suggested that all Board members should be directly elected. On the other hand, some views suggested that even members elected into LegCo / DC members might be challenged. Some considered that the current membership of HC, which consists of organizational members, should continue. There was also support for the inclusion of representatives from various sectors/industries (e.g. tourism and marine industry), local harbourfront communities, environmental protection groups and students.

18. Many agreed that the Board should have inter-departmental Government representatives, but the number of government representatives should be kept to a minimum such that HFA would not become another quango. For official members in HFA, they should be senior enough to facilitate co-operation with and among departments.

19. On size of the Board and remuneration of members, public views generally agreed that a 20-person Board would be a suitable size and the remuneration, if any, of Board members should be transparent.

20. Overall, the public generally agreed that the HFA Board should have wide representation and it is important for it to be able to reflect public views in the Board.

21. Taking into account public views as well as the current practice of statutory authorities, HC proposes the composition of the Board as follows –

- (a) The Board should comprise not more than 20 members;
- (b) The composition of the Board should include a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official), senior public official members (pitched at directors of bureau and heads of department level) from relevant bureaux and departments, head of the HFA executive arm, a LegCo and a DC member from among the harbourfront districts, and non-public official members with a mix of professional expertise and experience, such as town planning, urban design, architecture, landscape architecture, engineering, surveying, legal, finance, economics, strategic planning, environmental and sustainability matters, property/venue management,

promotion/marketing, place-making, etc;

- (c) While currently there is no statutory authority that follows the institutional member mechanism adopted by HC, we propose that relevant organisations (including professional bodies and relevant stakeholders) may submit their recommendations of non-public official members to HFA for consideration of appointment by CE at the beginning of each appointment cycle;
- (d) On appointment capacity, save for public official members, all Board members should be appointed by the Chief Executive on a personal basis, which is a common practice adopted by other statutory bodies; and
- (e) To enable wider stakeholder and public participation in the process of harbourfront planning, development, operation and management, committees and specific task forces with members other than the appointed Board members shall be established as and when considered necessary.

22. Taking into account the need of different expertise at different stages of HFA's development, we also propose that the number of official and non-official members as well as those from different professions and backgrounds should not be fixed.

Public Accountability

23. As HFA would be allocated with considerable public resources, we have proposed in Phase II PE Exercise that the major accountability measures currently adopted by similar statutory bodies should be applicable to HFA to assure the public that HFA would dutifully and properly discharge its functions and deploy public resources in a prudent and transparent manner.

24. The public generally agreed with our proposal and considered that HFA should be accountable to both LegCo and the public, so as to address concerns that HFA might become an "independent kingdom" with self-serving interests. Some also registered the worry of possible conflict of interest regarding facilitation of any public-private partnership ("PPP") delivery mechanism.

25. In view of the public views received, we propose that the

accountability measures we put forward in Phase II PE should all be incorporated into the future enabling legislation, which include the following –

- (a) HFA to submit a corporate plan covering its programmes of activities and financial plans in the coming three years, and a business plan setting out the details of its activities and projects to be conducted in the coming year for approval by the Government with suitable KPIs;
- (b) HFA to submit a statement of accounts and an annual report, and an auditor's report to the Government, and to be tabled in LegCo;
- (c) The Director of Audit be empowered to conduct an examination into the economy, efficiency and effectiveness of HFA in expending resources for performing its functions;
- (d) The Chairman of HFA and the head of the executive arm to be required to attend LegCo meetings and answer questions upon LegCo's request;
- (e) HFA to consult the public and take into consideration their views in the overall design, development, operation and management of the harbourfront related facilities as well as sites and projects allocated to it;
- (f) HFA to conduct Board meetings openly, except for discussions of confidential or commercially sensitive issues;
- (g) All members of the Board and committees be required to disclose their interests regularly for public inspection and implementation of appropriate withdrawal measures;
- (h) HFA and its committees/task forces be included in Schedule 1 of the Prevention of Bribery Ordinance;
- (i) HFA be accountable to a Principal Official and include standard provisions to empower the Government to give directions in the public interest, obtain information and make subsidiary legislation; and
- (j) HFA be required to establish committees and/or task forces

to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel chaired by a non-board member to systematically collect public views on HFA's projects.

26. To further enhance its accountability, we would also propose that HFA should promulgate detailed arrangements on the following aspects as soon as possible after its establishment –

- (a) Mechanisms by which to gauge public views and encourage public participation in its decision making process;
- (b) The KPIs for measuring its performance;
- (c) The mechanism for disclosure of interests to prevent conflict of interests; and
- (d) The open meeting arrangements.

During Phase II PE Exercise, there were views that if the above-mentioned measures are implemented properly, conflict of interest should not be a major issue. HC considers that the present recommendation represents a suitable balance between accountability and prevention of over-regulation.

Land Matters

27. HC fully appreciates that the 73km long Victoria harbourfront is not a blank canvas. While it will work with the community, Government and DCs on the overall planning of the harbourfront, HC understands that it is not feasible for HFA to take up and manage the entire Victoria harbourfront from the outset. It will be more practicable for HFA to achieve an attractive, vibrant, green, accessible and sustainable harbourfront by adopting an incremental enhancement strategy.

28. In Phase II PE Exercise, we put forth that the initial sites that may be considered for allocation to HFA should be those that are ready for development upon the establishment of HFA so that they can capitalize on HFA's creativity and flexibility immediately. The remit would then expand gradually to other suitable and available sites after the accumulation of experience and reputation.

29. With the above in mind, in Phase II PE Exercise we proposed that the priority sites that may be considered for allocation to HFA are the New Central Harbourfront, the Wanchai-North Point Harbourfront, the Kwun Tong Harbourfront, the Hung Hom Harbourfront and the Quarry Bay Harbourfront. These are newly reclaimed land and / or sites primarily zoned as open space. These sites are mostly virgin sites that are ready for immediate development and do not involve complex land issues. It would also be easier for HFA to capitalize on the institutional advantages of an independent authority to achieve its vision.

30. Some views have been put forward that HFA's management could be extended to established promenades and waterfront parks currently managed by LCSD in various districts. These facilities would benefit from a more relaxed regulation with a view to achieving improved vibrancy, and would allow the HFA to more readily build up expertise, experience and capacity in managing harbourfront. We propose that HFA should be given the flexibility to conduct studies on its own and consult DCs to identify such potential sites for discussion and consideration by Government for allocation.

31. The public felt strongly that harbourfront sites that will be allocated to HFA should not be "privatized" or resold, and there should be clear criteria for allocation to ensure all sites will be open and available for public use and enjoyment. Site availability, social and policy objectives, and HFA's financial position will be taken into account. There were also some who suggested that HFA could be empowered to resume private land / acquire land and even demolish old structures, if this is for enhancing connectivity along the harbour, and use and enjoyment of the harbourfront. Taking into account the sensitivity, we do not recommend HFA to have power to resume land.

32. To reassure the public that allocated sites would be developed and managed for public enjoyment, we recommend that when allocating sites to HFA, the Government should clearly set out in the land document that the land ownership / title of the allocated sites remains with the Government whilst HFA and any PPP partner will only have the management or development right for a specific period. The conditions in respect of charging or mortgaging the allocated sites, as well as the mechanism of monitoring and review of terms should also be clearly specified. Bearing in mind that the harbourfront in different districts should have originality and leave room for organic growth and innovation as time goes by, we propose the terms and conditions of each site should not be too restrictive so as to allow flexibility.

Financial Matters¹

33. Funding arrangements are key to a successful, sustainable and financially stable HFA. In Phase II PE Exercise, HC proposed that at start-up, the Government should provide in-kind support through allocation of land at nominal or reduced premium to HFA. HC also proposed that, instead of providing a one-off capital injection, a dedicated fund that is sufficient to cover the capital costs of the designated sites / projects and recurrent expenditure for the initial years could be set aside within the Government to support HFA. Further injection of capital could be considered upon approval of additional development plans. To enhance accountability, HC also proposes that approval from LegCo would be required when HFA draws funding from the dedicated fund, similar to public works projects. HC believes that this start-up arrangement would alleviate concerns about providing a large sum of one-off funding. At the same time, it ensures the certainty of funding within the Government for the operations of the HFA and its capital works and timely development of the identified priority sites by HFA.

34. As to long term financial sustainability, HC expects sites of varying business potential will be allocated to HFA. Some sites will not provide an income stream, while others will and can help cross-subsidization. The public recognised that financial viability of harbourfront sites would vary according to their location, use and associated social objectives.

35. The public also expressed the view that certain commercial elements, e.g. provision of food and beverage outlets, would be essential and beneficial in harbourfront development as these inject vibrancy and increase public enjoyment. However, including economic activities such as, the construction of flagship stores for international brands or chains selling high-end products, would cause genuine concern to the public. Some also enquired about the long-term financial feasibility of HFA maintaining a balanced portfolio given that most of the sites for allocation would be open space with limited opportunities for any steady income stream. There were also comments that in order to achieve financial sustainability, HFA might become financially driven and its social objectives would then be compromised.

36. Public views were equally diverse on the funding model. While

¹ Figures in this section are in nominal terms - that is inclusive of inflation.

the public generally did not favour the provision of a large one-off endowment, there was no clear consensus on whether HFA should aim to be financially self-sustainable (as many worried that it would induce profit maximization); or whether it should receive recurrent funding from the Government (which means it would be subject to stringent Government financial rules and regulations). That said, there was support for funding certainty of the overall operations of HFA and the capital works to be carried out by HFA and for LegCo to have a role in monitoring the HFA finances.

37. To assess the estimated capital, operation, management and maintenance costs and operating revenues of enhancing/developing the eight initial sites proposed for allocation to the HFA, DEVB engaged an independent financial consultant to advise whether the planning, design, construction, operation, management and maintenance of these eight sites would best be undertaken by the Government (“Government delivery model”) or by the proposed HFA on its own (“HFA model”). The focus of the study is the cost of delivering the eight initial sites. Additional resources and funding would become necessary if, in the future, HFA is allocated additional harbourfront sites for management, or assumes extra roles and responsibilities, e.g. management of other harbourfront areas currently under LCSD. Furthermore, resources and funding will also be required on establishment of HFA to cover those advisory, advocacy and executive functions set out in paragraphs 45 and 46 below.

38. Taking into consideration public views, and after making reference to the results of the consultancy study, our recommendation is that while financial self-sustainability was proposed as a principle that HFA should adhere to, it should only be regarded as a long term aspiration rather than a necessary principle at the onset.

39. The consultancy study illustrates that the initial eight sites, if developed altogether and in accordance with the existing parameters of the respective Outline Zoning Plans, would need financial support from the Government for them to be financially sustainable. It also demonstrates that if Government’s financial support is provided to cover the capital costs at the beginning of the development cycle, it is possible that some of the proposed sites could be operationally viable under the management and operation of HFA. These sites are –

- (a) Site 1 and Site 2 under the Urban Design Study of the New Central Harbourfront (UDS);

- (b) Site 4 and western part of Site 7 under the UDS; and
- (c) Site 6 and eastern part of Site 7 under the UDS.

40. The findings of the consultancy reaffirmed the Commission's assessment that in order to achieve harbourfront enhancement, the Government would have to invest around \$11 billion in terms of capital costs to develop the eight proposed sites, regardless of whether it is the Government or the HFA that carries out such work². In terms of capital costs, when compared to the existing Government delivery model, which the consultant assesses will require \$10,897 million (2015 figures), HFA model requires \$10,205 million (2015 figures). In other words, HFA model will achieve around 7% or \$692 million saving. As for operating costs, the Government delivery model would need \$385.2 million (2015 figures) per annum whereas HFA model would need \$375.5 million (2015 figures), meaning that the latter would enjoy a 2.6% efficiency (\$9.7 million). The Commission therefore recommends the adoption of the HFA model, as it considers that this will achieve the optimum benefit, in terms of cost efficiency, flexibility and innovation.

41. In view of the results of the study, the Commission recommends the following financial arrangements for the HFA -

- (a) For capital works expenditure of HFA, the Government would have to set aside about \$10.21 billion, which is the amount that the financial consultant considers necessary as the capital cost for HFA to develop the proposed sites. HFA / DEVB will separately seek funding approval of LegCo's Finance Committee whenever the consultation, planning and design for each of these capital projects has been completed and a project is ready for implementation;
- (b) For operational expenditure of HFA, the Government would have to provide funding to cover recurrent expenses during the development stage, such as staff costs; the hire of services and professional fees for conducting consultancy studies; expenditure on advertising and publicity; management costs of harbourfront projects as well as costs to cover governance, management, advisory and advocacy functions of HFA. When approaching the end of the development stage, this

² This is assuming that the "base case" scenario is adopted, which development will follow column 1 uses in the OZP. The figures would be varied if the alternative scenario where column 2 uses are followed and additional GFA as a result is taken into account.

arrangement should be reviewed taking into account the-then financial position and the financial needs and development plans of HFA; and

- (c) Funding for additional harbourfront sites and projects will be subject to separate future plans and approvals.

After funding injection during the initial project development stage (which can span 3-5 years) to cover capital costs, the three areas mentioned in paragraph 39 (a) to (c) would be able to generate a revenue flow that is sufficient to cover the operational expenditure relating to those particular projects. As for other sites to be allocated to HFA, continuous Government funding would be required for the entire study period (i.e. 2018- 2046).

42. One of the further findings of the consultancy study is that if either Government or HFA was to partner with the private sector to deliver selected sites, based on existing parameters of the respective Outline Zoning Plans, this would entail the least capital and operating costs and help avoid large upfront capital costs on the part of the Government. Financially, this delivery model could be an attractive arrangement, since it brings in the private sector to shoulder many of the risks and re-organizes cash flow from the perspective of the Government. It is also a model which has been successfully adopted in the case of many other world renowned waterfronts. Nonetheless, HC recognizes that this delivery approach may not appeal to all stakeholders with perceived loss of control over public use of sites, and potential unintended consequences of long term partnership agreements. Whilst the Commission believes that public concerns could be alleviated through proper structuring of contracts, comprehensive public engagement and transparent accountability measures, we also appreciate that it may be difficult to gain general support in the prevailing political environment. Having said that, the Commission recognizes the merits of such a model and HFA would have discretion in future to decide, based on the relevant circumstances at the time, whether and where to suitably adopt such a public/private model for certain projects within the sites allocated to HFA.

Advisory and Advocacy Functions

43. Currently, the major function of HC is to perform an advisory and advocacy role in the envisioning, planning, urban design, marketing and

branding, development, management and operation of the harbourfront areas and facilities. In Phase II PE Exercise, we proposed that the future HFA should take over HC's advisory and advocacy functions and HC should be disbanded after the establishment of HFA to avoid the confusion or the perception of multi-layering.

44. The public generally supported the above proposal, although some were concerned about the possible conflict of interest for HFA to play a dual role, that is to develop its own harbourfront sites and provide advice on developments at other harbourfront sites. They were concerned that it may affect private development and pose unfair competition to neighboring sites. However, the Commission is of the view that since the Town Planning Board ("TPB") is the ultimate authority in approving planning applications, conflict of interest should not be an issue.

45. In this light, we recommend that HFA should perform the following advisory and advocacy functions -

- (a) To advise the Government on the holistic and strategic development of the harbourfront and its associated water-land interface, such as –
 - (i) devising a strategic framework on HFA's vision for future harbourfront development, including public engagement;
 - (ii) conducting topical planning and research studies that support its advisory function and provide a context for further deliberation and planning;
 - (iii) identifying potential sites within the harbourfront suitable for development and / or management by HFA; and
 - (iv) acting as an opinion leader in commenting on works or development projects that are conducive to enjoyment and enhancement of the harbour;
- (b) To play an advocacy role in the envisioning, planning, urban design, marketing and branding, development, management and operation of the harbourfront areas, facilities and waterborne activities in collaboration with relevant stakeholders;

- (c) To comment on private and public planning applications, plans and projects on Victoria harbourfront;
- (d) To promote wider application of Harbour Planning Principles and Harbour Planning Guidelines, and to update them as necessary;
- (e) To foster PPP in the development, operation, management and maintenance of the harbourfront, public use of the harbour and waterborne activities (including engagement of community, social enterprises and non-governmental organisations); and
- (f) To promote, organise or sponsor recreational/leisure activities that enhance the brand/image of the Victoria Harbour and the harbourfront.

Executive Functions

46. During Phase II PE Exercise, HC proposed that HFA should have executive power to develop and manage the designated harbourfront sites allocated to it, including -

- (a) Plan, design, construct, operate, manage and enhance the allocated sites in accordance with the land use and other requirements or conditions specified in the statutory plans under the Town Planning Ordinance (Cap. 131), and where necessary propose amendments to the specified land use for approval by TPB;
- (b) Conduct project-level planning and prepare plans, where appropriate, for approval by TPB;
- (c) Design, construct, operate, manage and enhance the harbourfront related facilities (including retail / dining / entertainment, sports, leisure and recreational facilities) and other ancillary facilities at the designated sites on its own or together with other parties;
- (d) Initiate and oversee relevant broad-based public engagement exercises, topical planning studies, social impact assessments and other research and studies related to the development of the allocated sites;

- (e) Monitor progress of implementation and management of allocated sites and projects; and
- (f) Foster temporary, quick-win or other harbourfront enhancement projects.

We also proposed that HFA should be empowered to do things that are necessary for, or incidental or conducive to, the performance of its functions. To ensure that HFA operates in collaboration with other existing Government departments and statutory bodies, we propose that HFA should not derogate from the existing powers and functions of relevant Government bureaux and departments as well as statutory bodies, or affect the jurisdiction of existing laws.

47. HFA should be complementary to existing statutory authorities and Government departments. We would hence recommend the above proposed powers be entrusted to HFA.

48. Regarding who should actually carry out the executive function, public views during Phase II PE Exercise were divided as to whether it should be an independent executive team hired by HFA or a dedicated multi-disciplinary Government team. Some preferred flexibility and innovation of the private sector and were concerned that a Government team would bring bureaucratic red-tape. There are other views that civil servants would have relevant experience and find it easier to ensure accountability. There were also concerns as to the way that HFA would co-ordinate / direct the efforts of relevant government departments.

49. We consider that it would be more important for HFA to start on a strong footing by facilitating a rapid start-up and establish close liaison and collaboration between HFA and Government departments. It would, therefore, be advisable for the executive function to be largely executed by a dedicated Government team during the early years of HFA. We recommend that the initial setup of the Government team should be moderate and grow with an expanded portfolio of new projects and initiatives. To address the issue of creativity and flexibility, we would recommend that suitable talents with business acumen and market operation experience which are not readily available in the civil service be recruited by HFA to ensure there is a well-rounded team in place for holistic planning and development of projects. When the operation of HFA and its development of projects are on track with adequate experience accumulated over time, HFA can start building its own independent executive team and gradually phase out the Government

officers and replace them with suitable talents recruited from the private sector.

WAY FORWARD

50. Since the establishment of Task Group on Management Model for the Harbourfront under the former Harbour-front Enhancement Committee (“HEC”) in 2007 to explore a framework for the sustainable management of the harbourfront, the former HEC and HC have reviewed a wide range of local and overseas examples through studies and visits. HC believes that the ability to combine advocacy with execution as well as flexibility to operate without the constraints of bureaucracy would be conducive to bringing about holistic, integrated and responsive changes to the management of the harbour. The two stages of PE Exercise have re-affirmed the Commission’s belief that an HFA should be established to achieve this goal through enhanced community participation, improved harbourfront activity and timely response to public needs and aspirations. In particular, the HFA could deliver, in a more cost effective and efficient manner, a wider, more creative range of publically supported social and economic objectives along the Victoria harbourfront for the benefit of the community as a whole.

51. With the above in mind, HC stands ready to work with the Government and provide support in taking the proposal forward. We look forward to the early establishment of the HFA.

Harbourfront Commission
January 2016

Proposed Establishment of a Harbourfront Authority 擬議成立海濱管理局

Phase I Public Engagement Consultation Digest
第一階段公眾參與諮詢摘要



Victoria Harbour is the icon of the city and the most precious public asset of Hong Kong. It is our vision to enhance the Victoria Harbour and its harbourfront areas to become an attractive, vibrant, accessible and sustainable world-class asset : a harbour for the people and a harbour of vitality.

維多利亞港是香港的象徵，也是最珍貴的公共資產。我們的願景是優化維港及其海濱地帶，以締造一個富吸引力、朝氣蓬勃、暢達和可持續發展的世界級資產：一個港人之港，活力之港。





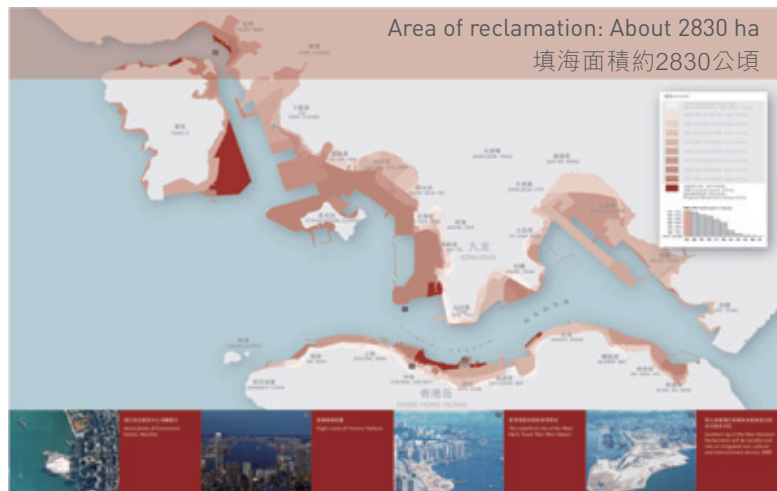
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1990s

Background 背景



As land resources have always been limited, reclamation of Victoria Harbour has become a convenient and readily available source of land supply to support our economic development and housing need for many decades. Harbourfront planning and beautification was difficult at that time as there was no idea when and how the final shoreline would emerge.

Nearly half of the Victoria Harbour had been reclaimed towards the end of the 20th century. The extent of reclamation that had already taken place rendered what was remained to be the Harbour even more precious.

香港土地資源有限，因此過去數十年來填海一直是一種便捷的方法，提供土地以支持本港經濟發展及房屋需要。由於不清楚維港最終的海岸線何時及如何出現，因此海濱規劃及美化在當時來說並不容易。

接近二十世紀末，維港差不多近半的面積已填為陸地，這令尚餘的海港更見珍貴。



1997

In 1997, the Protection of the Harbour Ordinance (Cap. 531) was enacted to protect and preserve the Victoria Harbour by establishing a presumption against reclamation.

在1997年，《保護海港條例》(第531章) 通過成為法例，藉着不准在維港內進行填海工程的推定，以保護和保存維港。

1999

In 1999, Town Planning Board first published the vision for the Harbour: *“to make the harbour attractive, vibrant, accessible and symbolic of Hong Kong – a harbour for the people and a harbour of life”*.

在1999年，城市規劃委員會首次公布有關維港的願景：即「令維港成為富吸引力、朝氣蓬勃、交通暢達及象徵香港的海港－港人之港，活力之港」。

2004



After a spate of litigations on the reclamation for the construction of Central-Wan Chai Bypass (CWB), the Government made a high-profile statement in 2004 that there would be no further reclamation in the Victoria Harbour upon completion of the reclamation required for the CWB. Since then, the Government has started taking quantum steps to enhance the Victoria Harbourfront.

經過一連串就興建中環至灣仔繞道的相關填海所引起的訴訟後，政府在2004年高調表示在完成為該繞道而需進行的填海工程後，將不會再在維港填海。此後，政府開始採取多項行動以優化維港海濱。

The Government also set up a Harbour-front Enhancement Committee (HEC) in 2004 to advise the Government on the planning, land uses and developments along the existing and the new Victoria Harbourfront. HEC promulgated the Harbour Planning Principles and Harbour Planning Guidelines in 2005 and 2007 to provide guidance for the planning and development of harbour areas.

政府亦於2004年成立共建維港委員會，就維港現有和新填海得來的海濱規劃、土地用途和發展向政府提供意見。該委員會其後於2005年和2007年公布《海港規劃原則》和《海港規劃指引》，就海濱用地的規劃及發展提供指引。





2009

In 2009, a dedicated Harbour Unit was set up under the Development Bureau to coordinate harbourfront enhancement initiatives within the Government, including a number of “quick-win” projects to enable early public enjoyment.

在2009年，發展局轄下成立了專責的海港組，負責統籌政府內部優化海濱的措施，包括推動多項短期項目，讓市民早日享用海濱。



2010

In 2010, Harbourfront Commission (HC) was established to succeed HEC, playing an advocacy, oversight and advisory role in harbourfront development and management, with broad-based representations from professional institutes, civic and environmental groups and the business sector. Since its establishment, HC has generated constructive discussion among stakeholders through an open and transparent engagement process and has offered advice to over 80 public and private harbourfront projects.

在2010年成立的海濱事務委員會繼承前共建維港委員會的工作，在海濱發展及管理方面，擔當倡導、監察及諮詢角色。海濱事務委員會具廣泛代表性，成員包括專業學會、公民及環保團體和商界組織的代表。自成立以來，海濱事務委員會通過公開和具透明度的參與過程，提供平台讓各持份者進行具建設性的討論，並就超過80個公私營海濱項目提供意見。





2011



With the growing aspiration of having a dedicated body to fulfil the vision for the Victoria Harbourfront and overcome the institutional constraints, the Legislative Council passed a non-binding motion in July 2011 for, among others, the establishment of a statutory body to coordinate and implement strategic harbourfront development.

隨着社會日益期望成立一個專責機構以實現對維港海濱的願景和克服制度上的限制，立法會在2011年7月通過一項無約束力的議案，當中包括促請政府成立一個法定機構，統籌及落實策略性的海濱發展。

2012

The Financial Secretary announced in his Budget Speech in February 2012 that the Government would provide necessary financial support if the proposed establishment of a Harbourfront Authority had wide community support.



財政司司長在2012年2月的財政預算案中宣布，若成立海濱管理局的建議獲社會廣泛支持，政府會在財務上作出配合。

HC submitted a report to the Chief Executive in October 2012, recommending a broad framework of a Harbourfront Authority.

海濱事務委員會在2012年10月向行政長官提交報告，就海濱管理局的主要架構提出建議。

2013

In January 2013, the Chief Executive welcomed HC's proposal of establishing a Harbourfront Authority in his Policy Address, and undertook that the Development Bureau would collaborate with HC in conducting public consultation on the proposal. If the proposal is supported by the public, the Government would take forward the legislative work and provide the financial support.



在2013年1月，行政長官在施政報告中表示歡迎海濱事務委員會有關成立海濱管理局的建議，並承諾發展局會聯同海濱事務委員會，就有關建議進行公眾諮詢。如建議獲支持，政府會開展立法工作，並在財政上配合。

Vision for the Harbourfront 對海濱的願景

Harbourfront enhancement is an important investment for the future of Hong Kong. Our vision is to create an attractive, vibrant, accessible and sustainable harbourfront for public enjoyment.

優化海濱是對香港未來的重要投資。我們的願景是締造一個富吸引力、朝氣蓬勃、暢達和可持續的海濱，讓市民共享。

Our common aspirations for Victoria Harbourfront are
我們對維港海濱的共同期望是

Creative and innovative in design and operations
新穎創新的設計和營運

Easily accessible
暢達

Harbourfront for the people
全民海濱

Sustainable
可持續發展

People-oriented public open space
以人為本的公共休憩空間

A quality destination that Hong Kong can be proud of
成為香港可引以為傲的優質目的地

Vibrant with diversified activities and events
朝氣蓬勃，具多元化的活動及節目

Do you share the same aspirations?
What else?
你是否有共同的期望？還有什麼？



Progress in the past decade 過去十年的進展

In the past decade, the Government has worked closely with HEC and its successor, HC, to enhance the Victoria Harbourfront for public enjoyment. There has been noticeable progress from harbourfront planning, delivery of “quick-wins” to the exploration of a sustainable harbourfront management model.

過去十年，政府一直與共建維港委員會及後繼的海濱事務委員會緊密合作，優化維港海濱讓公眾享用。從海濱規劃、推行短期優化海濱項目，以至探討可持續的海濱管理模式方面，都有長足的進展。

Planning of the harbourfront

- Harbour Planning Principles and Harbour Planning Guidelines were devised and promulgated to provide guidance for the planning and development of harbourfront areas;
- 22 Action Areas were drawn up that set the agenda for action by relevant Government departments to enhance the harbourfront;
- HEC and its successor, HC, have contributed to the planning of the mega projects like new Central harbourfront, the West Kowloon Cultural District and Kai Tak. Since the establishment of HC in July 2010, it has offered advice to over 80 public and private proposals in the harbourfront areas.

海濱的規劃

- 制定及公布《海港規劃原則》和《海港規劃指引》，為海濱用地的規劃及發展提供指引；
- 擬定22個行動區，供各有關政府部門訂定行動綱領，優化海濱；
- 共建維港委員會及後繼的海濱事務委員會對多個大型項目，例如中環新海濱、西九文化區和啟德的規劃作出貢獻。海濱事務委員會自2010年7月成立以來，已就超過80個公營和私營的建議海濱項目提供意見。



22 Action Areas
22個行動區

Delivery of “quick-wins”

On the advice of the former HEC and HC, a number of “quick-win” harbourfront enhancement projects have been pursued for early public enjoyment. The projects recently completed include Kwun Tong Promenade Stage I, Hung Hom Waterfront Promenade, as well as advance promenades at the new Central harbourfront and Quarry Bay harbourfront.

推行優化海濱的短期項目

在前共建維港委員會和海濱事務委員會的建議下，當局展開了多個優化海濱的短期項目，讓市民能早日享用。近年落成的項目包括觀塘海濱花園第一期、紅磡海濱長廊、以及位於中環新海濱及鯉魚涌海濱的海濱長廊前期工程。



Hung Hom
紅磡



Kwun Tong
觀塘



West Kowloon Cultural District
西九文化區



Kai Tak
啟德



Sheung Wan
上環



New Central Harbourfront
中環新海濱



Wan Chai
灣仔



Quarry Bay
鯉魚涌

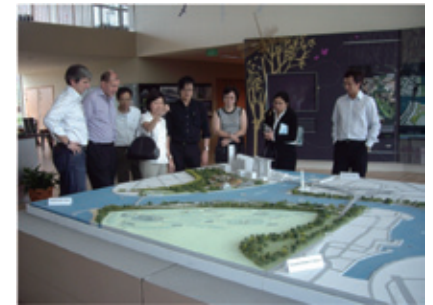
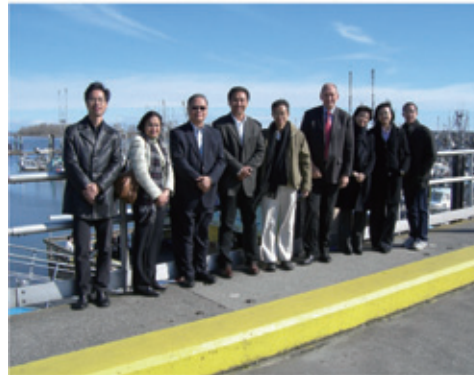


Exploration of a sustainable harbourfront management model

The former HEC conducted studies and overseas visits to explore a framework for the sustainable management of the harbourfront. It recommended replacing HEC by a high-level HC and in the longer run establishing an independent statutory authority with its own executive and dedicated funding to enhance community participation, improve harbourfront activity and dynamism and ensure a timely response to public needs and aspirations.

探討可持續的海濱管理模式

前共建維港委員會進行研究及海外考察，以探討可持續的海濱管理架構。它建議成立高層次的海濱事務委員會取代共建維港委員會，並建議長遠而言，成立擁有獨立行政部門及專項撥款的獨立法定機構，加強社區參與、促進海濱活動及活力，和適時回應公眾需要及期望。



Challenges in harbourfront development and Opportunities ahead

海濱發展的挑戰和機遇

Challenges 挑戰

The waterfront of Victoria Harbour is some 73 km long. It is not a blank canvas. Many of the harbourfront areas have been developed over the years and are occupied by public facilities, roads and infrastructure, private residential, commercial and industrial buildings. Some harbourfront sites are also required for Hong Kong's port operation. While these have posed constraints for the development of a continuous promenade on both sides of the Victoria Harbour, the Government has been looking into various solutions to construct, over time, an uninterrupted promenade. This involves relocating some incompatible public facilities to non-harbourfront sites, setting back private and public buildings, reserving the area adjacent to the harbourfront as promenade when developing and redeveloping Government structures, as well as setting planning parameters and imposing lease conditions that will enhance the harbourfront when there is private site redevelopment.

維多利亞港的海濱全長約73公里，且並非白紙一張。多年來，不少海濱用地已經發展，上面有各種公共設施、道路基建、私人住宅、商業及工業大廈。有些海濱用地亦為港口運作所需。雖然這對在維港兩岸營建連貫的海濱長廊造成掣肘，但政府不斷研究各種方法，以期長遠能建造一條無間斷的海濱長廊。這涉及將一些與海濱環境不相配的公共設施搬遷到其他用地、將私人 and 公共大廈從海濱後移、在發展及重建政府建築物時，預留毗鄰海濱的用地作海濱長廊，以及當私人用地重新發展時，訂定可優化海濱的規劃參數及土地契約條件。



Current development and management model for waterfront promenade and its limitations

現時發展及管理海濱長廊的模式及其限制

While the Government has made strenuous effort in opening up more harbourfront areas with promenades for public enjoyment, experience over the past nine years or so has shown that the conventional Government build-and-operate model is an acceptable but not the most desirable model for harbourfront development and management with the growing public aspiration for a truly vibrant harbourfront for public enjoyment. The current approach under which the harbourfront sites are developed and managed by Government and operated within civil service-wide fiscal and human resources constraints may not be able to meet the community's aspiration in the longer run.

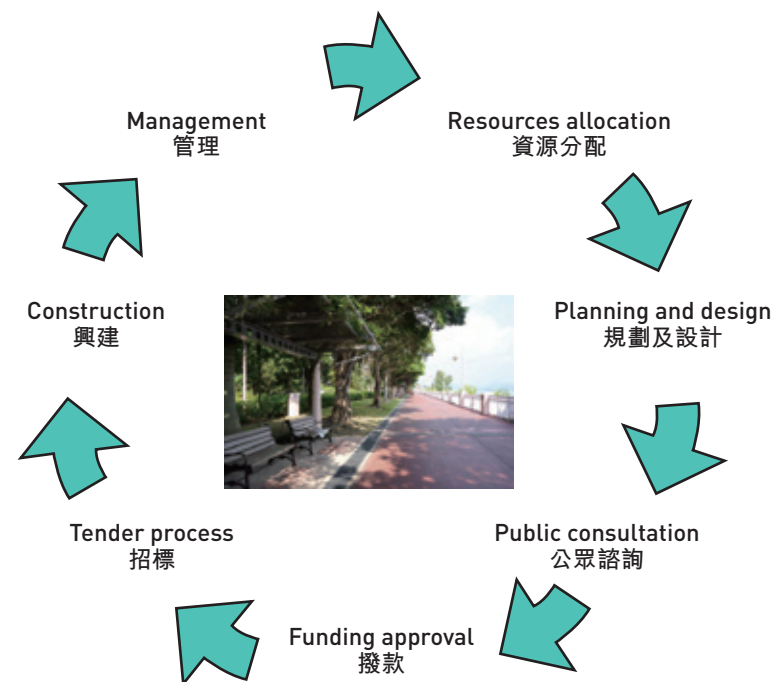
雖然政府致力釋出更多海濱用地，闢建海濱長廊供市民享用，但過去九年多的經驗顯示，隨着公眾對擁有一個真正朝氣蓬勃，供他們享用的海濱的期望日增，傳統由政府建造及營運模式縱可接受，卻非最理想的海濱發展及管理模式。現時由政府負責發展及管理海濱用地的模式，營運上不免受制於整個公務員體系的財政及人力資源限制，長遠而言未必能滿足公眾的期望。

(a) Development cycle takes time and resources

發展周期需時及需要資源配合

Currently, it normally takes five years or more for the Government to plan and develop a promenade, and may be longer if there is competition for resources among leisure and recreational facilities and further with other public works projects like hospitals, schools and infrastructures, etc. Should future harbourfront development and management be supported by dedicated funding that is free from annual internal competition for resources from within the Government, the development could be expedited to better meet public demand.

現時，政府一般需要五年或以上去規劃及發展海濱長廊。如果需要與其他文娛康樂設施，以至與其他公共工程項目，例如醫院、學校及基礎設施等一同競逐資源，則可能需時更長。如日後海濱發展及管理由專項撥款支持，而無須每年在政府內部競逐資源，便能加快發展，更能滿足公眾需求。



(b) Existing arrangements not conducive to creative design
現行安排不利於創意設計

The Government has its own division of labour in developing and managing harbourfront sites. Leisure and Cultural Services Department is mainly responsible for the management of public parks and promenades whereas Architectural Services Department and Civil Engineering and Development Department are the two key works agents of promenade projects. Creative or unconventional designs may not be easily pursued under existing arrangements given the systemic constraints, e.g. statutory framework, resources or other technical limitations such as site restrictions. While there has been gradual improvement in the design of promenades in recent years, a dedicated and integrated agency responsible for design, construction and management could better promote creativity in designing the harbourfront.

政府在發展及管理海濱用地時有其分工安排。康樂及文化事務署主要負責管理公園及海濱長廊，建築署和土木工程拓展署是海濱長廊的主要承建部門。在現行安排下，由於制度上的限制，例如法例框架、資源或其他技術限制(例如用地限制)，要追求富創意或非常規的設計不太容易。雖然近年海濱長廊的設計已逐步改善，但若有一個專責及綜合的機構負責海濱的設計、建造及管理，會令海濱設計更具創意及多元化。



(c) Constraints to achieve a vibrant waterfront with diversity
締造朝氣蓬勃及多元化海濱的限制

The Pleasure Grounds Regulation (Cap. 132BC) provides a uniform and equitable basis for management of parks over the territory. The Regulation has been effective in managing district-based passive open space. Yet, for some larger-scale waterfront parks and promenade in prominent locations, their potential could be better fulfilled if there is a dedicated management and operating agent that tailor-made suitable management rules. For instance, with more flexible, tailor-made management rules, multiple uses and featuring facilities like restaurants and cafés can be more widely promoted on the waterfront, thus breeding greater diversity, attracting more people and making them more vibrant and attractive.

《遊樂場地規例》(第132BC章)訂定了劃一及公平的基礎以管理全港公園。該規例對管理地區靜態休憩用地行之有效，但對於部分位置優越而較具規模的海濱公園及長廊，倘若有專責的管理及營運機構度身訂定合適的管理規則，便能更好地展現它們的潛力。如果有更靈活及度身訂造的管理規則，便能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，令海濱成為更朝氣蓬勃和具吸引力的地方。



Opportunities ahead 機遇

New harbourfront sites in Central and Wan Chai available from 2016 onwards

自2016年起逐步完成的中環及灣仔新海濱用地

Upon the completion of the last reclamation works in the Victoria Harbour, new land will be available in the prominent waterfront areas in Central from 2016 and in Wan Chai between 2018-2020. In addition, there are also other harbourfront sites with the potential to become vibrant places, such as the Kwun Tong Promenade, the Quarry Bay harbourfront area, the proposed boardwalk underneath the Island Eastern Corridor (IEC) and Hung Hom harbourfront area, etc.

當維港最後一輪的填海工程完成後，位於中環和灣仔這些重要的海濱地帶內，從填海得來的土地，將分別於2016年和2018至2020年期間可供發展。此外，其他海濱用地亦有一些有潛力發展成為朝氣蓬勃的地方，例如觀塘海濱花園、鯽魚涌海濱用地、擬議在東區走廊下興建的行人板道，以及紅磡海濱用地等。



Proposal for a dedicated Harbourfront Authority

建議成立專責的海濱管理局

The former HEC, HC and the Development Bureau have studied a number of successful waterfront cities overseas, such as Sydney, Auckland, San Francisco and Singapore, etc. These successful examples have one common feature - they all have a **dedicated agency** (be it statutory, independent or being part of a Government department) with dedicated resources and sole priority, to pursue integrated planning, design, construction, operation and management of harbourfront projects in a holistic manner.

前共建維港委員會、海濱事務委員會以及發展局研究了海外多個成功的海濱城市，例如悉尼、奧克蘭、三藩市和新加坡等。這些成功例子有一個共通點，就是設有一個**專責機構**(不論是法定機構、獨立組織或隸屬政府部門)，有獨自的資源和清晰的使命，全面綜合地規劃、設計、建造、營運及管理海濱項目。



To make Singapore a great city to live, work and play in



How should we seize the opportunities and unleash the potential of the new harbourfront sites?

Need for a dedicated agency?

如何掌握機遇及釋放新海濱用地的潛力？是否需要設立專責機構？

The new harbourfront sites in Central and Wan Chai are the last chapter as well as the last prizes of many decades of reclamations in the Victoria Harbour. With the planning parameters largely settled under the Urban Design Study for the New Central Harbourfront completed in 2011, we are now at the junction to consider how best to develop and manage these precious waterfront sites, which are mainly zoned “Open Space”. Shall we seize the opportunity to unleash the potential of these important waterfront sites and make them more attractive, creative and vibrant for public enjoyment by better planning and design and vesting of sites in a dedicated agency through an open and transparent public engagement process?

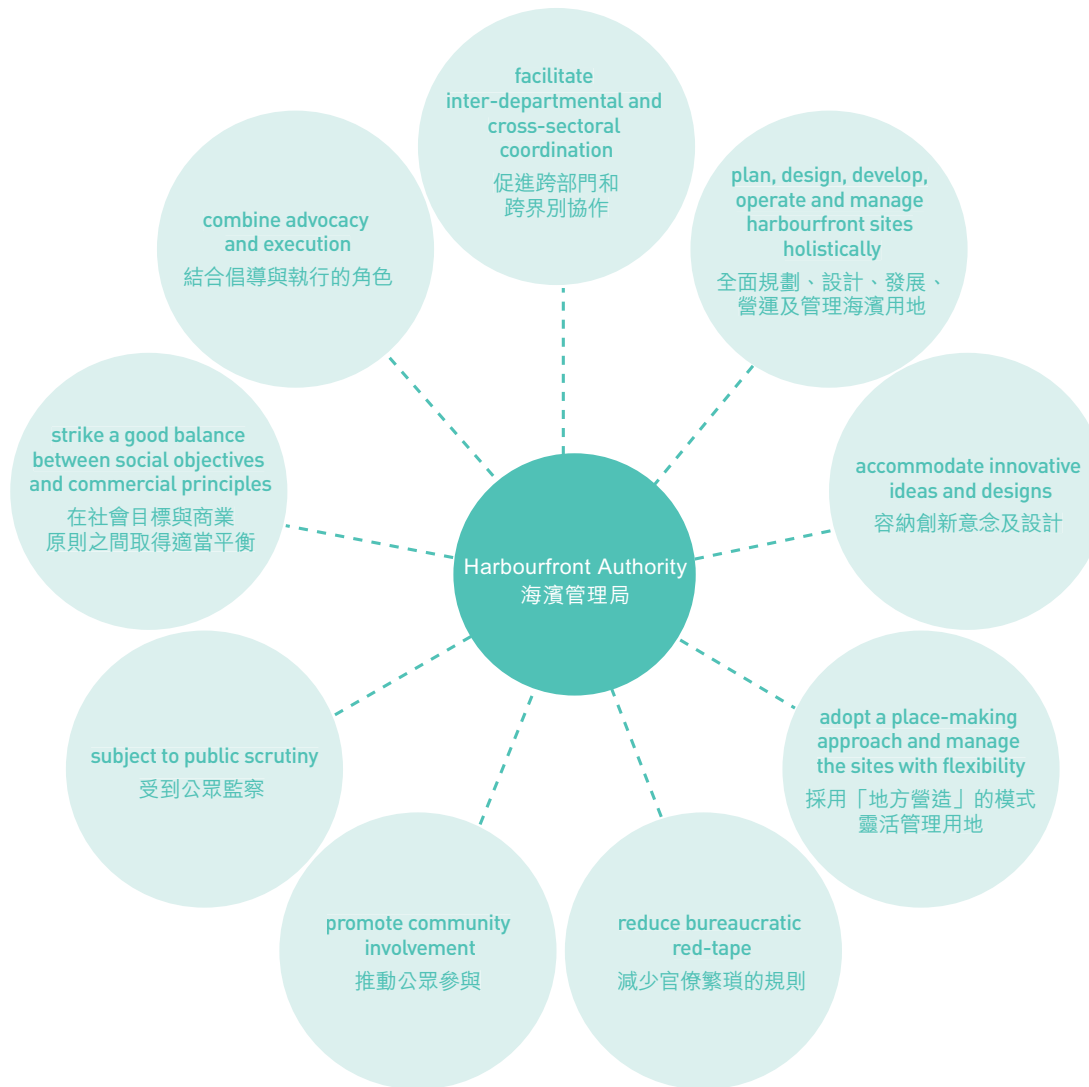
HC believes that the establishment of a dedicated Harbourfront Authority to take forward harbourfront enhancement from planning, design and construction to operation and management will be the key to achieving the shared vision of an attractive, vibrant, accessible and sustainable harbourfront for public enjoyment. Taking into account the availability and conditions of these harbourfront sites, it will be more prudent and realistic for a new Harbourfront Authority to start with the most readily available opportunities in the new Central harbourfront and expand incrementally when its experience accumulates.

中環和灣仔的新海濱用地，是維港數十年填海工程終結時所留下的最後瑰寶。隨着「中環新海濱城市設計研究」已於2011年完成，有關的規劃參數大致定出，我們正要決定如何發展及管理這片主要劃作「休憩用地」的珍貴臨海土地。我們應否掌握機遇，交由專責的機構負責發展，冀以更佳的規劃和設計，並透過公開透明的公眾參與過程，釋放這些重要海濱用地的潛力，使這些用地更富吸引力、更具創意及朝氣蓬勃，供市民享用？

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行優化海濱的工作，是達成營造一個富吸引力、朝氣蓬勃、暢達和可持續的海濱，讓市民共享這個共同願景的關鍵。考慮到這些海濱用地可供發展的時間和狀況，較為審慎務實的做法是讓新成立的海濱管理局先從中環新海濱用地著手，並在累積一定經驗後逐步拓展至其他地方。

Having regard to the common public aspirations for the harbourfront, we believe that the proposed Harbourfront Authority should be an independent, dedicated body which is able to -

考慮到公眾對海濱的共同期望，我們認為擬議的海濱管理局應該是一個獨立專責的機構，並能達到下述要求 -



Governance and Management Functions 管治和管理職能	Mode 模式
	Considerations 相關考慮
Advisory and Advocacy Functions 諮詢和倡導職能	Mode 模式
	Pros 優點
	Cons 缺點
Executive Function 行政職能	Mode 模式
	Pros 優點
	Cons 缺點
	Cons 缺點

Range of Possible Approaches 可行方法

HA to have a governing board with **broad-based representation** to perform statutory governance and management functions, such as (i) oversee the development and management of the vested sites; (ii) manage the resources and finances; (iii) draw up a corporate plan; (iv) set key performance indicators and evaluate performance of the executives; and (v) implement public accountability measures.

海濱管理局設立一個具廣泛代表性的董事會，行使法定的管治和管理職能，例如(i) 監督給予管理局的土地的發展和管理;(ii) 管理資源和財政;(iii) 擬定業務計劃;(iv) 訂立表現指標和評核行政人員表現; 及(v) 落實向公眾問責的措施。

This new setup facilitates the adoption of a **one-stop holistic approach** in the planning, development and management of the harbourfront sites. The statutory status allows HA to maintain a balance between social objectives and commercial principles but with greater flexibility than government operation.

這新架構有助一站式全面地規劃、發展和管理海濱用地。管理局的法定地位有助平衡社會目標和商業原則，但較政府營運為靈活。

Disband HC. HA takes on the advisory and advocacy roles.
解散海濱事務委員會。由海濱管理局肩負諮詢和倡導角色。



Retain HC. HC continues its current advisory and advocacy roles.
保留海濱事務委員會。海濱事務委員會繼續其現時的諮詢和倡導角色。

Easily recognised by the public as a **single entity** to advise the Government, to engage the public and stakeholders, and to oversee all matters related to its vested harbourfront sites.

海濱管理局作為單一機構向政府提出意見、向公眾和持分者徵求意見和監督所有關於撥給管理局的土地，讓公眾容易辨認。

Facilitates a more **integrated approach** to planning, development and management
有助融合規劃、發展和管理。

May preserve the **neutrality** of HC's existing advisory and advocacy roles.
可保留海濱事務委員會現時諮詢和倡導角色的中立性。

May retain the **institutional memory** of HC.
可保留海濱事務委員會的經驗傳承。

With the **perceived conflict of interest** between HA's executive role in developing harbourfront sites and its advisory / advocacy functions, HA may not be able to perform the full range of HC's existing functions, such as to advise other private or public harbourfront projects.

海濱管理局在發展海濱用地的行政角色和其諮詢和倡導角色可能引起觀感上的角色衝突。海濱管理局或未能完全履行海濱事務委員會現時所有的諮詢職能，例如向其他公營或私營的海濱計劃提出意見。

Co-existence of HA and HC may cause confusion to the public and stakeholders and may be seen as "**multi-layering**".

海濱管理局和海濱事務委員會同時存在或會引起公眾和持分者混淆，也可能被視作架床疊屋。

HA to have an **independent executive arm** by hiring its own staff to plan, develop and manage the vested harbourfront sites, either on its own or in collaboration with others.

海濱管理局擁有獨立的行政部門，可僱用員工，自行或與其地團體合作規劃、發展和管理給予管理局的海濱用地。



HA to be served by a **dedicated multi-disciplinary Government office** through internal deployment of experienced civil servants.

海濱管理局由一支透過政府內部調配具經驗的公務員所組成的跨專業專責辦事處提供支援。

Easier to **attract talent** from both local and overseas without civil-service-wide financial and human resources limitations.

較易吸引本地和海外人才，免受公務員體制下的財政和人力資源限制。

May **reduce inter-departmental red-tape** and fragmented responsibilities with a well-structured setup; overcome some inflexible management procedures; and enable a **holistic and place-making** approach.

透過組成良好的內部架構，可減少在政府部門之間出現的繁瑣的程序和各自為政的情況，克服欠靈活的管理程序和確保採用全面和「地方營造」的方式。

Faster and less costly to start operation without the need to recruit, establish and maintain a new establishment.

無需另行招聘員工以建立和維持一支全新的隊伍，可以較快和較少資源開展工作。

May be **more effective** in project execution and management with its **better interface and liaison with government departments**.

由於與政府部門有較好的聯系，或在推行和管理工程方面更具效率。

May have **teething problems** especially during initial years of its establishment, and take time to gain momentum and accumulate experience.

可能在成立初期時出現磨合問題，並需時推動和累積經驗。

May be **less flexible** in operation given the rigidity of the established government rules and regulations, especially when partnering with the private sector.

政府既有的嚴格規條或會令運作上較欠彈性，尤其是與私人機構合作方面。

Note: The above arrangements listed are not the only possible options and not exhaustive. These are possible approaches distilled from HC's experiences in past nine years on harbourfront enhancement to facilitate a more focused discussion.

註：以上列出的安排並非所有或僅有的可行選項。這是海濱事務委員會從過去九年優化海濱的經驗中所整理出來的可行方法，以期引起更聚焦的討論。

Which is your preferred model?

哪個是你屬意的模式？

Disband Harbourfront Commission. Harbourfront Authority to take up its advisory and advocacy roles?
解散海濱事務委員會，由海濱管理局擔當其諮詢及倡導角色？

A statutory Harbourfront Authority served by a dedicated Government office?
一個由政府專責辦事處支援的法定海濱管理局？

Retain Harbourfront Commission?
保留海濱事務委員會？

A statutory Harbourfront Authority with its own executive arm?
一個擁有獨立行政部門的法定海濱管理局？

Status Quo - maintain Government build-and-operate model with Harbourfront Commission as advisory body?
維持現狀 - 繼續由政府建造和營運，而海濱事務委員會擔當諮詢角色？

Other Models?
其他模式？



Public Engagement and Way Forward

公眾參與和未來路向

The Development Bureau and HC will undertake a 2-phase Public Engagement Exercise to listen to your views on the best institutional setup to develop and manage the new harbourfront sites in a holistic manner.

We are particularly interested in knowing your views on:

- Do you agree with the common aspirations for the Victoria Harbourfront on page 6? What else?
- Could the existing harbourfront development and management model meet the public aspiration?
- Do you agree that we need a Harbourfront Authority to overcome the constraints of the existing model and develop and manage the new harbourfront areas in a more holistic manner? Which of the possible approaches on pages 17 - 18 is more suitable for Hong Kong? And why? Any other suggestions?

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

Website: www.hfc.org.hk/hape
 Email: hape@hfc.org.hk
 Phone: 3509 8809
 Fax: 2110 0841
 Post: 17/F, West Wing, Central Government Offices, 2 Tim Mei Avenue, Tamar, Hong Kong
 Facebook: www.facebook.com/harbourfrontauthority

Focus groups and public forums will be organized to collect views. For details, please visit our website or call 3509 8809 from 9am to 5pm, Monday to Friday (except public holidays) for enquiry.

Your views will be duly considered in working out a mainstream model and detailed framework for further discussion in the Phase 2 Public Engagement Exercise.

發展局和海濱事務委員會將進行兩階段的公眾參與活動，聆聽公眾對怎樣才是全面發展及管理新海濱最理想的組織架構的意見。

我們特別希望了解你對下述事宜的意見：

- 你是否認同第6頁所載對維港海濱的共同期望？你還有什麼期望？
- 現有的海濱發展及管理模式能否符合公眾期望？
- 你是否同意我們需要成立海濱管理局，以克服現有模式的不足，更全面地發展及管理新海濱用地？在17 - 18頁所載的可行模式中，哪個較適合香港？原因為何？有否其他建議？

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：

網址：www.hfc.org.hk/hape
 電郵：hape@hfc.org.hk
 電話：3509 8809
 傳真：2110 0841
 郵遞：香港添馬添美道二號政府總部西翼十七樓
 面書：www.facebook.com/harbourfrontauthority

我們會舉辦工作坊和公眾論壇，以蒐集意見。如欲了解詳情，請瀏覽我們的網頁，或逢星期一至五(公眾假期除外)上午九時至下午五時致電3509 8809查詢。

我們會充分考慮你的意見，從而制訂一套主流模式及詳細框架，以供第二階段公眾參與活動進一步討論。







Contact Us 聯絡我們

Please express your views through the channels
listed below
請循以下途徑發表意見

Website 網址 : www.hfc.org.hk/hape

Email 電郵 : hape@hfc.org.hk

Phone 電話 : 3509 8809

Fax 傳真 : 2110 0841

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西翼十七樓

Facebook 面書 : www.facebook.com/harbourfrontauthority



發展局
Development Bureau



HarbourFront Commission
海港事務委員會

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REPORT

SUBMITTED TO

**THE DEVELOPMENT BUREAU
OF THE GOVERNMENT OF THE HONG KONG
SPECIAL ADMINISTRATIVE REGION**

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



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

27 May 2014

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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 4th October 2013, with all feedback collected before the closing date 4th January 2014 included in the analysis¹. 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

¹ 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 4th 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 above².

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

² 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.

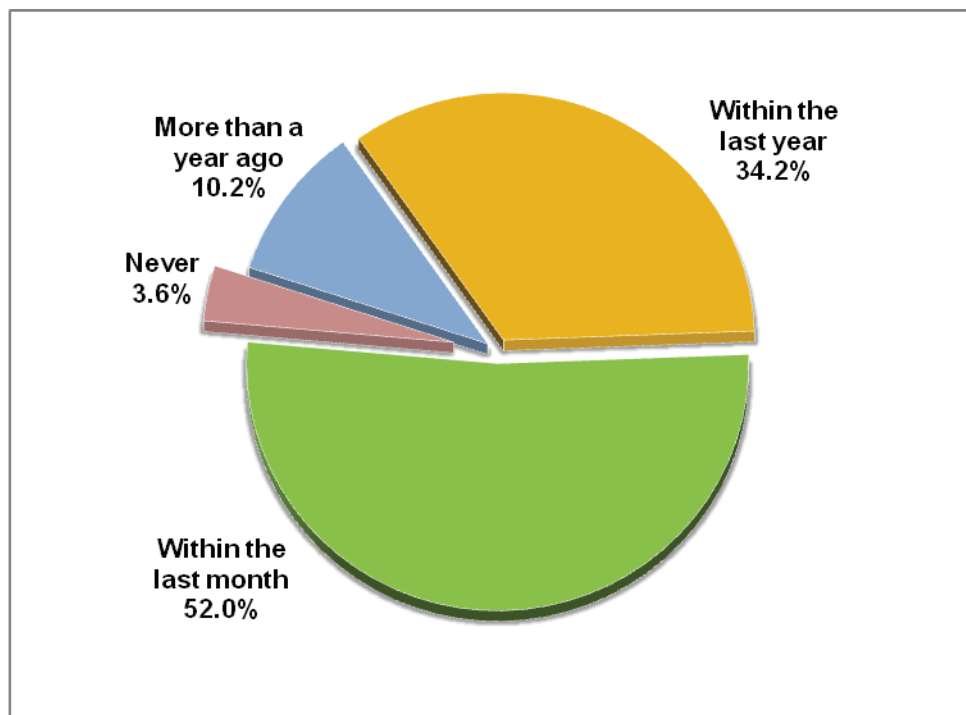
Respondents were also encouraged to provide further feedback or additional comments on the roles of the proposed dedicated body, such as their reasons for preferring a particular model or approach or other suggested models or approaches, which are analyzed in Chapter 3.

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

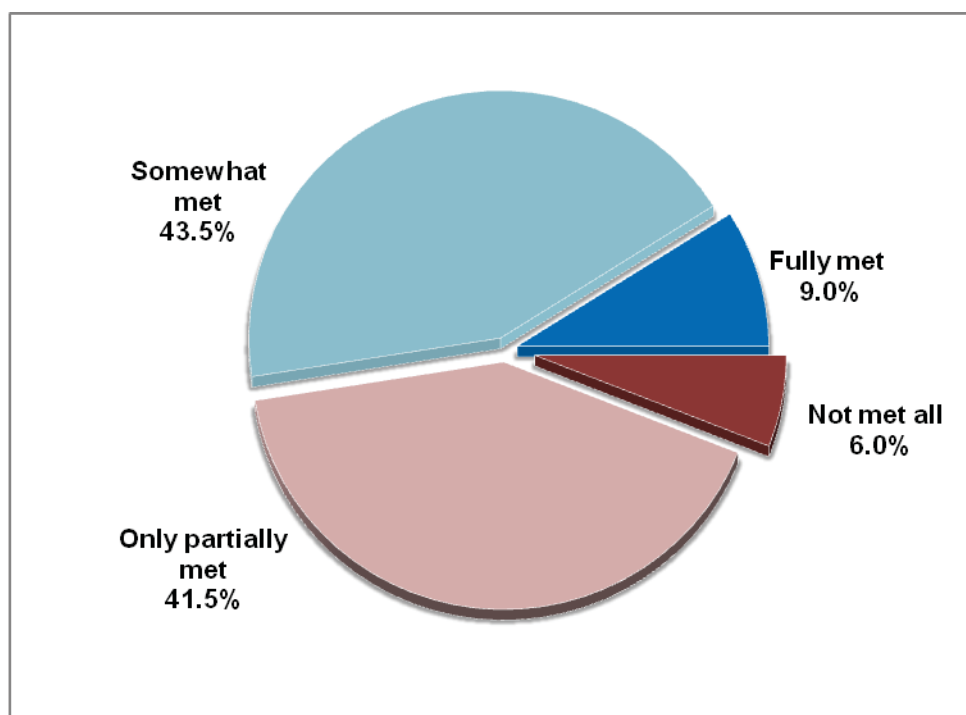


(Base: 304 feedback questionnaires)

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



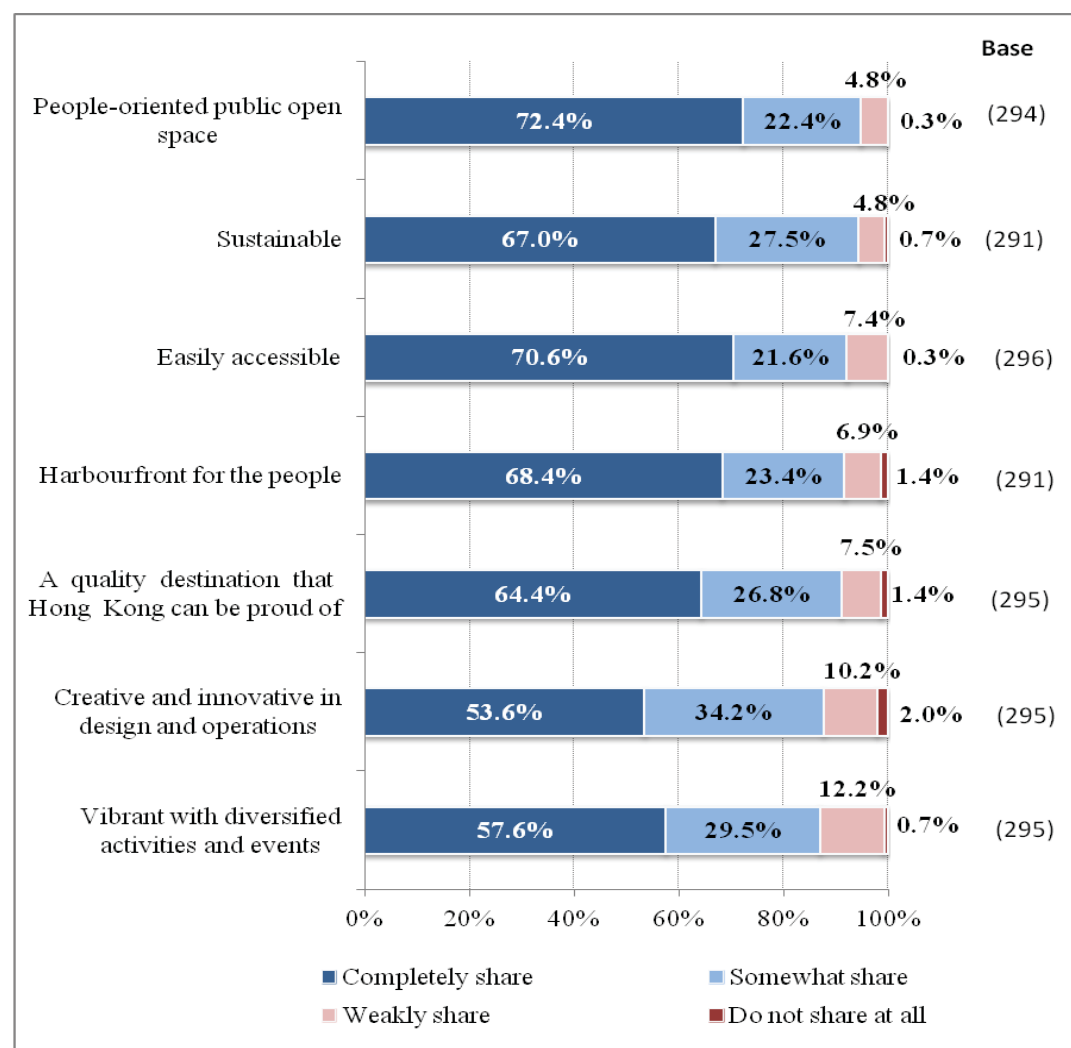
(Base: 301 feedback questionnaires excluding 3 missing data)

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



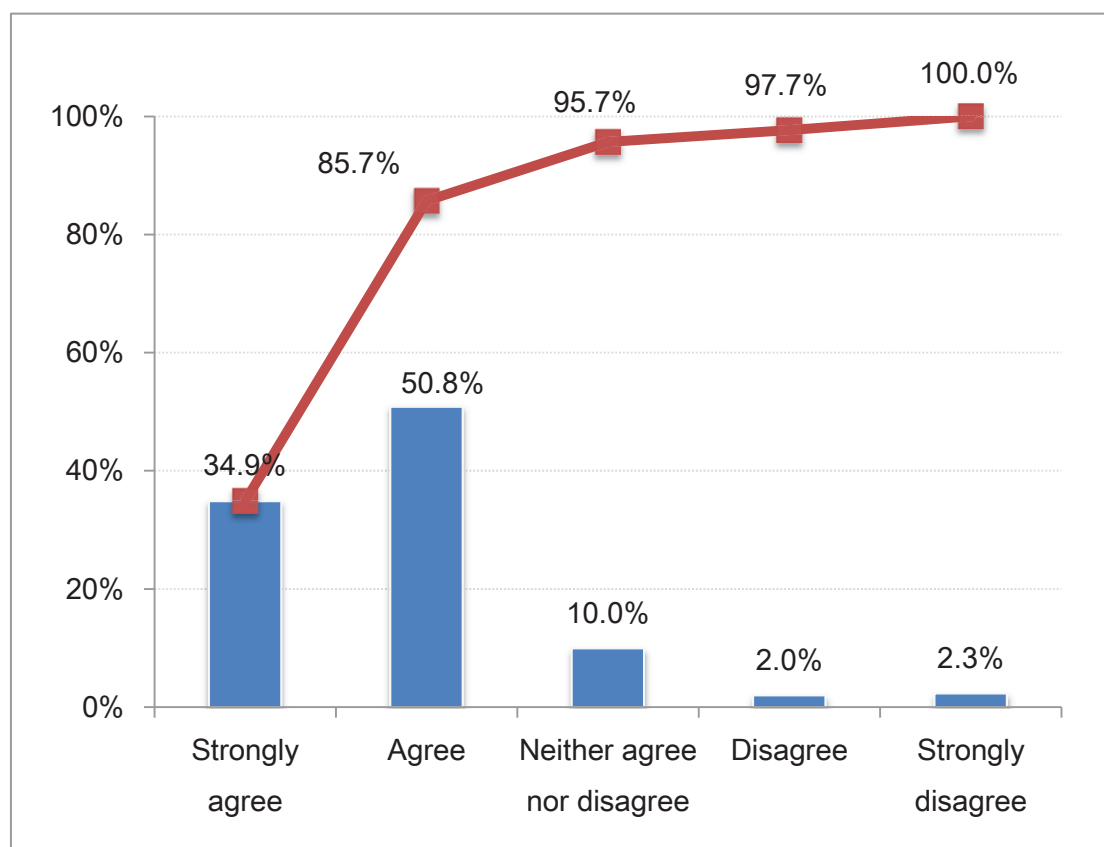
2.4 Agreement that a dedicated agency would yield the three advantages

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

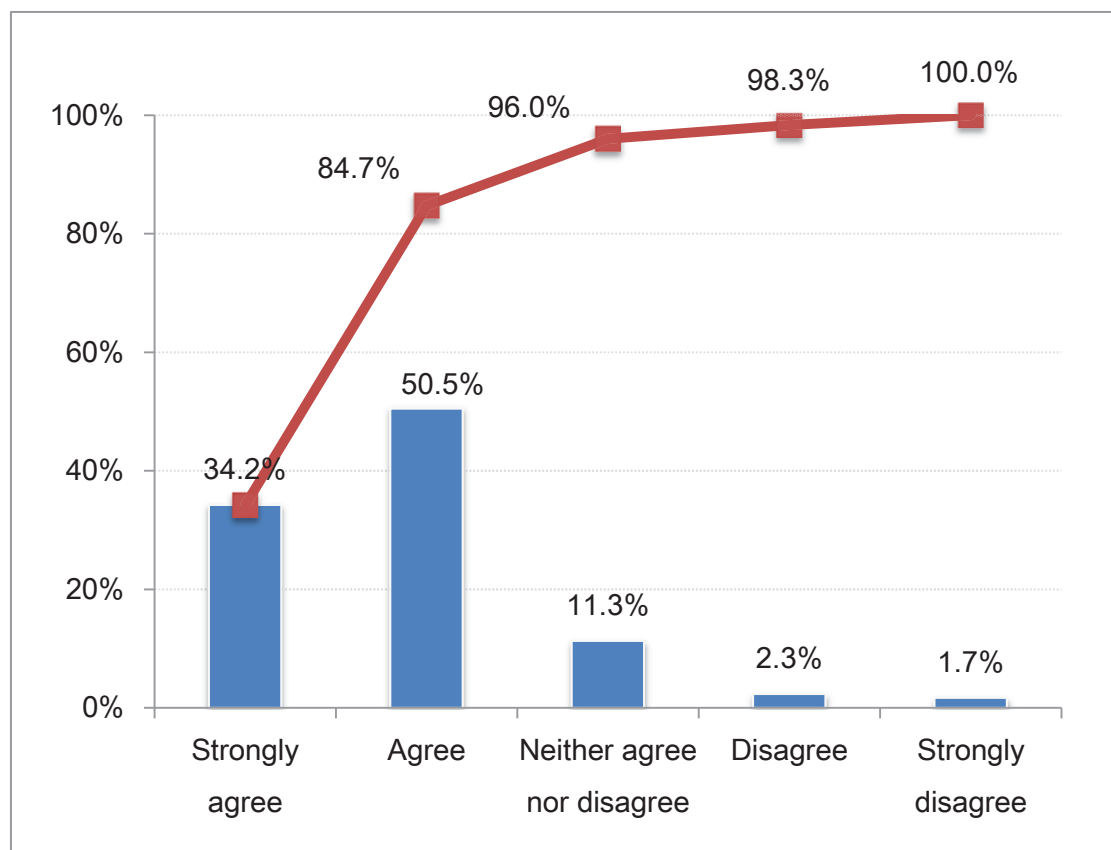


(Base: 301 feedback questionnaires excluding 3 missing data)

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

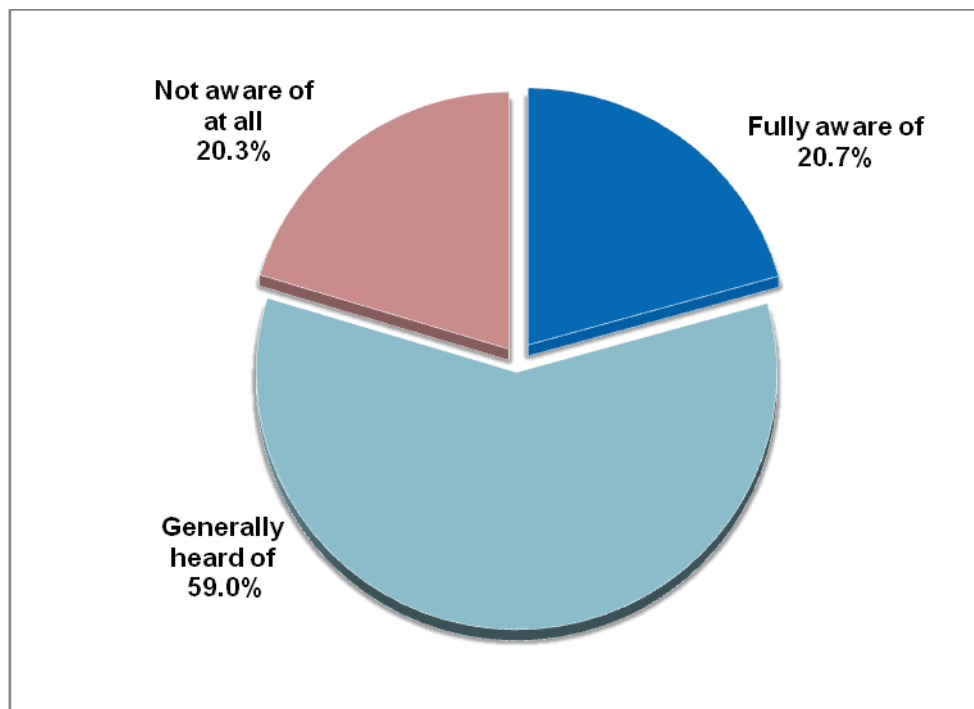


(Base: 301 feedback questionnaires excluding 3 missing data)

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

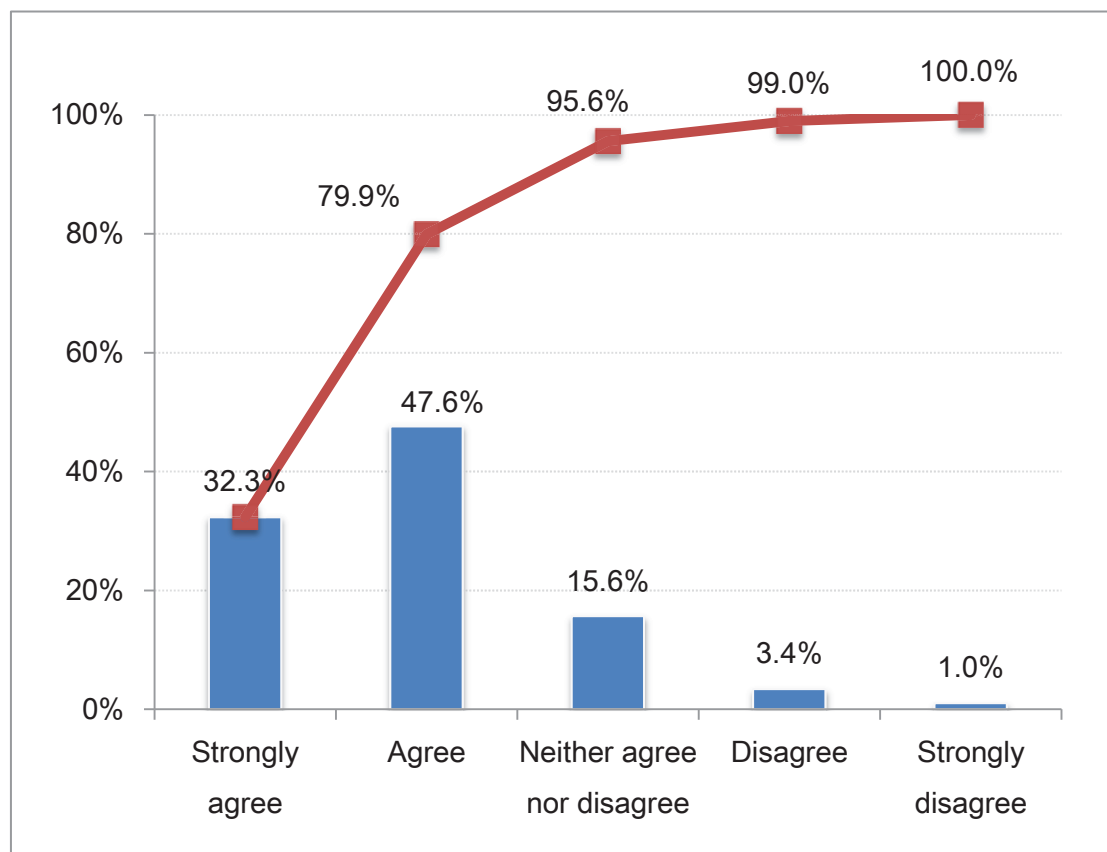


(Base: 295 feedback questionnaires excluding 9 missing data)

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

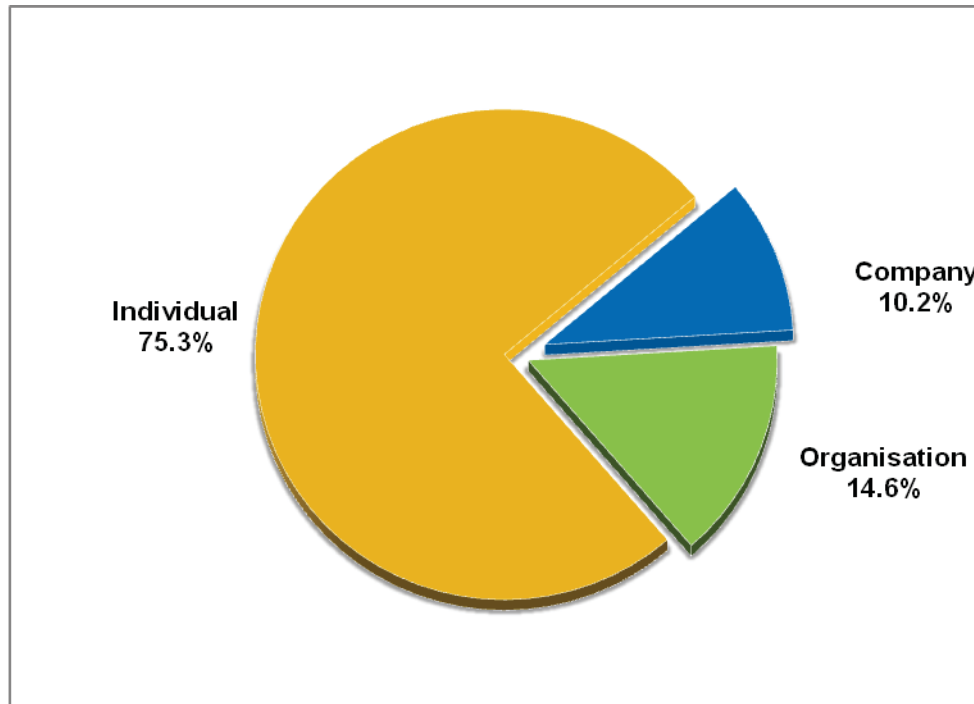


(Base: 294 feedback questionnaires excluding 10 missing data)

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

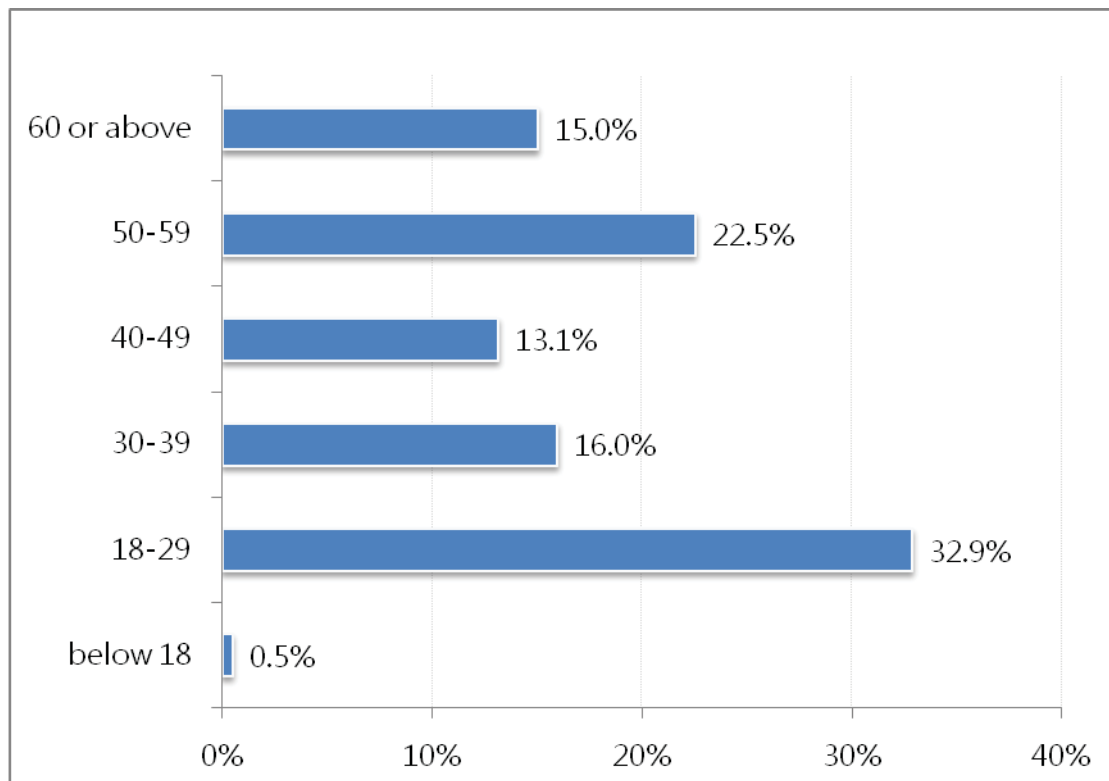


(Base: 295 feedback questionnaires excluding 9 missing data)

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

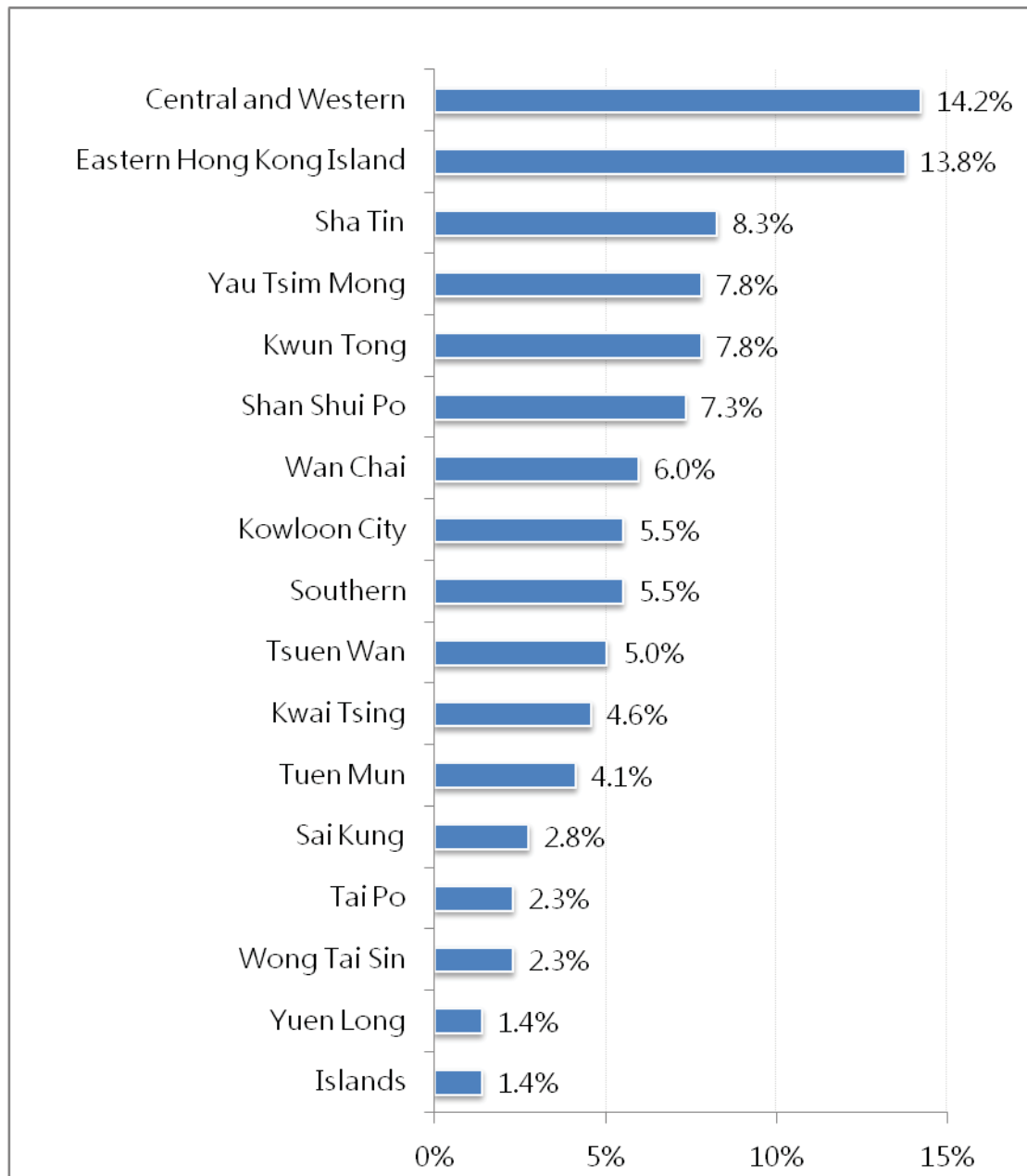


(Base: 213 feedback questionnaires excluding 73 company or organization and 18 missing data)

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)

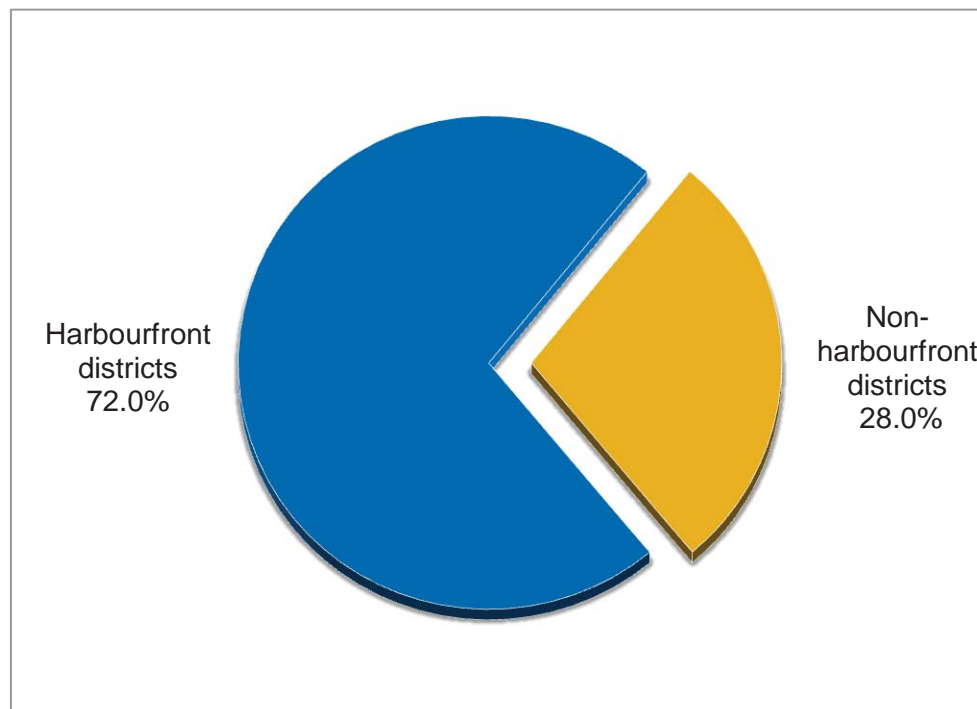
Figure 2.11 shows the individual respondents who were living in the following nine districts that have some shoreline within the Victoria Harbour and are labelled as “harbourfront districts”:

- | | |
|---------------------------------|------------------------|
| (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

Residential districts	Base	Whether the promenades and the facilities met respondents' aspirations for the Harbourfront	
		Fully met / Somewhat met	Only partially met / Not met all
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

Residential districts	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
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

Residential districts	Base	Easily accessible as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
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

Residential districts	Base	Sustainable as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
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

Residential districts	Base	Harbourfront for the people as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
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

Residential districts	Base	People-oriented public open space as a common aspiration for the Victoria Harbourfront	
		Completely / Somewhat share	Weakly share / Do not share at all
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

Residential districts	Base	Awareness of the existence and roles of the Harbourfront Commission		
		Fully aware of	Generally heard of	Not aware of at all
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

Residential districts	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
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 4th October 2013 and 4th January, 2014³

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;

³ 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

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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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 ⁽¹⁾	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

Item	Date	Details
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)

Item	Date	Details
1	22 Oct 2013	Development Panel on Legislative Council

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

Item	Date	Details
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

Item	Date	Details
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 Harboutfront 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
Total		36	16	2	54

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 無綫電視	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
	Total	7	0	0	7

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？

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。

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。

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。

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

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！

Proposed Establishment of a Harbourfront Authority

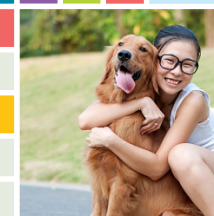
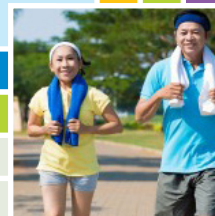
擬議成立海濱管理局



Phase II

Public Engagement Consultation Digest

第二階段公眾參與諮詢摘要





Victoria Harbour is the icon of the city and the most precious public asset of Hong Kong. It is our vision to enhance Victoria Harbour and its harbourfront areas to become an attractive, vibrant, accessible and sustainable world-class asset: a harbour for the people and a harbour of vitality.

維多利亞港是香港的象徵，也是最珍貴的公共資產。我們的願景是優化維港及其海濱地帶，以締造一個富吸引力、朝氣蓬勃、暢達和可持續發展的世界級資產：一個港人之港，活力之港。



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Background

背景

In the past decade, the Harbourfront Commission (“HC”) and its predecessor, the Harbour-front Enhancement Committee, have worked closely with the Government to enhance the harbourfront area of Victoria Harbour (“Victoria Harbourfront”) for public enjoyment. There has been noticeable progress, from the planning and delivery of harbourfront enhancement projects to exploring sustainable harbourfront management models.



過去十年，海濱事務委員會及其前身共建維港委員會一直與政府緊密合作，優化維多利亞港（“維港”）海濱地帶讓公眾享用。至今，從規劃和推行優化海濱項目，以至探討可持續的海濱管理模式，都有顯著的進展。

While the Government has made strenuous efforts to open up more harbourfront areas with promenades for public enjoyment, experience over the past ten years has shown that the conventional Government build-and-operate model, while acceptable, is not the most desirable model for harbourfront development and management. For example, the current approach under which the harbourfront sites are developed and managed by the Government and operated within civil service-wide fiscal and human resources constraints results in long development cycles and cannot meet growing public aspirations for a harbourfront for public enjoyment. The existing division of responsibilities within Government in developing and managing harbourfront sites and the rule-based management framework are not conducive to creative designs and pose constraints in achieving a truly vibrant waterfront with diversified activities.

雖然政府致力釋放更多海濱用地，興建海濱長廊供市民享用，過去十年的經驗卻顯示，傳統由政府建造及營運模式雖可被接受，但卻非最理想的海濱發展及管理模式。例如，現時由政府負責發展及管理海濱用地，營運上不免受整個公務員體系的財政及人力資源限制，導致較長的發展周期，未能滿足公眾對享用海濱與日俱增的期望。現時政府內就發展及管理海濱用地的分工安排，和以規條為本的管理模式，亦不利帶來有創意的設計，對達致一個真正朝氣蓬勃及提供多元化活動的海濱造成限制。





Upon the completion of the last reclamation works in Victoria Harbour, new land will be available in the prominent waterfront areas of Central from 2016-17 and Wan Chai between 2018 and 2020. There are also other harbourfront sites, mainly zoned as open space, with the potential to become more vibrant places, such as the Kwun Tong Promenade, the Quarry Bay harbourfront area, the proposed boardwalk underneath the Island Eastern Corridor as well as the Hung Hom harbourfront area.

當完成維港最後一輪的填海工程後，中環和灣仔這些重要的海濱地帶於2016-17年度和2018年至2020年期間將分別有新土地可供發展。此外，亦有主要劃作休憩用地的海濱用地有潛力發展成為朝氣蓬勃的地方，例如觀塘海濱花園、鯉魚涌海濱用地、擬議在東區走廊下興建的行人板道，以及紅磡海濱用地。

In January 2013, the Chief Executive (“CE”) welcomed HC’s proposal to establish a Harbourfront Authority (“HFA”) in his Policy Address, and undertook that the Development Bureau (“DEVB”) would collaborate with HC in conducting public consultation on the proposal and, if the proposal is supported by the public, the Government would take forward the legislative work and provide the financial support.

行政長官在2013年1月宣讀的《施政報告》中表示，歡迎海濱事務委員會有關成立海濱管理局的建議，並表示發展局會聯同海濱事務委員會，就有關建議進行公眾諮詢。如建議獲支持，政府會開展立法工作，並在財政上作出配合。



Against the above background, HC and DEVB jointly launched a 2-phase Public Engagement (“PE”) Exercise. Phase I PE was conducted from October 2013 to January 2014 to seek public views on their aspirations for the harbourfront; whether the existing model could meet their aspirations; whether an HFA should be established; and if so, which model or approach they thought would be more suitable.

在上述背景下，海濱事務委員會和發展局展開了兩階段的公眾參與活動。第一階段的公眾參與活動已於2013年10月至2014年1月期間進行，徵求公眾就以下方面的意見：對海濱的期望、現有模式能否滿足他們的期望、應否成立海濱管理局、以及如應成立管理局，他們認為哪個模式或方法將會更為合適。



During the 3-month Phase I PE, a total of 27 briefings were held for various stakeholders, including the Legislative Council ("LegCo") Panel on Development, nine District Councils ("DCs") with shoreline on Victoria Harbour, professional bodies, local and overseas chambers of commerce, think tanks, and universities as well as four public forums. Questionnaires were also distributed and views were collected on an anonymous basis. A dedicated website and a Facebook page were also launched to facilitate information dissemination and collection of views. The Social Sciences Research Centre of the University of Hong Kong was engaged as our consultant to provide independent analysis and reporting services for the PE exercise.

在為期三個月的第一階段公眾參與活動期間，當局為各持份者共舉辦了27場簡介會，當中包括到立法會發展事務委員會、九個連接維港海岸線的區議會、各專業團體、本地及海外商會、智囊組織和大學進行簡介。當局也舉辦了四場公眾論壇。我們亦派發問卷，以不記名的方式蒐集意見。此外，我們設立了專題網站和Facebook專頁，以便發放資訊及蒐集意見。我們並委聘香港大學社會科學研究中心為顧問，就公眾參與活動提供獨立分析及撰寫報告。



Based on the feedback from Phase I PE, there was general support for the establishment of an HFA with dedicated resources and sole priority to pursue integrated planning of the harbourfront areas and the design, construction, operation and management of harbourfront projects in a holistic manner. Taking into account the public and stakeholders' views received, we have drawn up a proposal to establish a dedicated body to take up the holistic planning, design, operation and management of proposed harbourfront sites and the detailed framework for further discussion in Phase II PE.

根據第一階段公眾參與活動所蒐集到的意見，市民普遍支持成立一個有專屬資源和單一使命的海濱管理局，即綜合地規劃海濱地帶、全面地設計、建造、營運及管理海濱項目。考慮到所收到的公眾和持份者的意見，我們建議成立一個專責機構全面規劃、設計、營運和管理擬議海濱用地，並就此擬訂詳細的框架，在第二階段公眾參與活動作進一步討論。



Phase I Public Engagement: Summary of Public Views

第一階段公眾參與： 公眾意見摘要

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

在第一階段公眾參與活動期間，公眾就諮詢摘要載述的四個主要問題進行了廣泛討論。蒐集所得的大部分意見顯示市民：

1

generally shared our vision to create an attractive, vibrant, accessible and sustainable harbourfront for public enjoyment

普遍認同我們締造一個富吸引力、朝氣蓬勃、暢達和可持續發展的海濱，供市民享用的願景



2

considered the current model inadequate in delivering public aspirations and the agreed vision for the harbourfront

認為現行模式不足以實現公眾對海濱的期望及大家所認同的願景



3

agreed that the establishment of an HFA could overcome the constraints of the existing Government development and management model

認同成立海濱管理局可以克服現有政府發展及管理模式的限制



4

expressed different views on the exact model or approach to be adopted

對管理局應採納的模式或方法有不同意見



Details of public comments received during Phase I PE were compiled in a report prepared by the Social Sciences Research Centre of the University of Hong Kong and linked to the following website:

香港大學社會科學研究中心已就第一階段公眾參與活動蒐集所得的公眾意見詳情擬備報告書，報告書已上載至下列網站連結：

www.hfc.org.hk/hape

During the open discussions in Phase I PE, public views were also gauged on various key aspects of the proposed HFA and are summarised below:
在第一階段公眾參與活動公開討論期間，我們亦蒐集了公眾對擬議成立的海濱管理局各個主要範疇的意見，現撮錄如下：

Public Aspirations for the Victoria Harbourfront

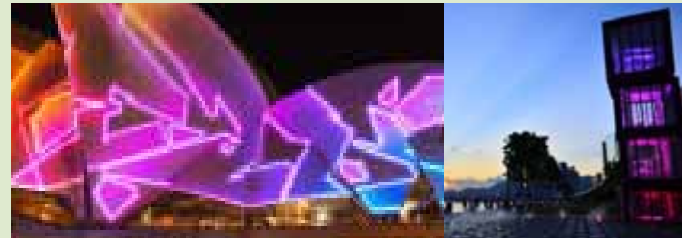
The Victoria harbourfront should be:

公眾對維港海濱的期望

維港海濱應：



vibrant with diversified activities and events
是朝氣蓬勃，具多元化的活動及節目



creative and innovative in its design and operation
在設計和營運方面具創意而且創新



easily accessible and have better water-land interfaces
是暢達和有更佳的水陸連接



sustainable and environmentally-friendly
可持續發展及符合環保原則



a people-oriented public open space
為以人為本的公眾休憩空間



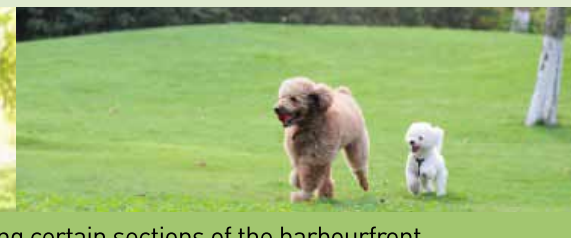
a harbourfront for the people to enjoy
為全民享用的海濱



a quality destination that Hong Kong can be proud of
成為香港可引以為傲的優質目的地



infused with Hong Kong culture
including its maritime heritage
注入香港文化，包括其海事傳統



allowing pets and cycling at least along certain sections of the harbourfront,
and should not be over-commercialised or purely tourism-oriented
至少有部分容許寵物進入及踏單車，而且不應過分商業化或純粹側重旅遊業

Public expectations of the Harbourfront Authority 公眾對海濱管理局的期望

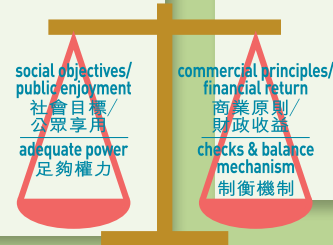


The proposed HFA should be an independent and dedicated body that: 擬議的海濱管理局應該是一個獨立專責的機構，並應：

- 1** adopts a one-stop, holistic and place-making approach in its planning, development and management of the harbourfront
在規劃、發展及管理海濱方面採用一站式、全面和“地方營造”的模式



- 2** maintains a suitable balance between social objectives / public enjoyment and commercial principles / financial return
在社會目標 / 公眾享用，與商業原則 / 財政收益之間取得適當平衡

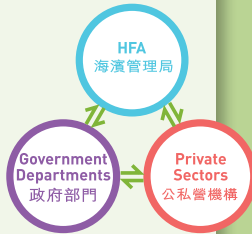


- 3** has adequate power and resources to effectively carry out its functions while not becoming an “independent kingdom” or a “white elephant”
在有足夠權力和資源有效履行其職能的同時，不會成為“獨立王國”或“大白象”

- 4** reduces bureaucratic red-tape and is people-oriented and flexible in delivering its initiatives
減少官僚繁瑣的規則、並以以人為本和靈活的方式推行項目



- 5** facilitates inter-departmental, cross-sectoral and public-private collaboration and maintain close liaison with Government departments to ensure effective execution of projects
促進跨部門、跨界別和公私營協作，並與政府部門保持密切聯繫，確保項目能夠獲得有效落實



- 6** promotes public engagement at all stages of development
在發展各個階段推動公眾參與



- 7** promotes the concept of “sharing” to create an inclusive and diversified harbourfront with innovative designs and flexible management
推廣“共享”理念，並結合創新設計及靈活管理，締造一個共融和多元化的海濱



- 8** recognises Victoria Harbour to be both a working harbour and a harbour for leisure
確認維港作為作業海港和休憩海港的定位



Geographically, there were views that “harbourfront” should be more clearly defined, and a few suggested that the remit of HFA should include the waterbody and / or waterfront outside Victoria Harbour.

Planning wise, the majority considered that the Town Planning Board (“TPB”) should retain its planning authority over the territory as the waterfront should not be planned in isolation, though some quarters suggested that the proposed HFA should have the powers to draft plans for enhancing and developing harbourfront areas and recommend water uses within the Harbour.

地理上，有意見認為應為“海濱”定下更清楚的定義，亦有少數意見指出，海濱管理局的職權範圍應包括維港以外的海濱和水體。

規劃方面，大部分意見認為海濱規劃不應獨立於其他地方進行，因此城市規劃委員會（“城規會”）應繼續保持其現有負責對全港土地進行規劃的角色和職能；然而亦有人提出，擬議的海濱管理局應有權力對優化和發展維港海濱地帶草擬規劃圖則，和就維港範圍內的水體用途提出建議。

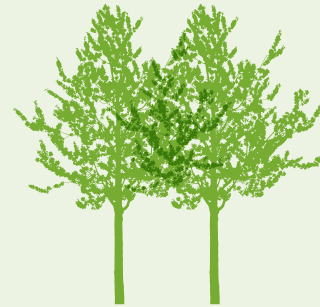
Functions of the Harbourfront Authority and Possible Approaches 海濱管理局的職能和可行方案

Governance and Management Functions 管治和管理職能

1 Board composition 董事局的組成

It was generally agreed that the governing board of the proposed HFA should have broad-based representation to enable it to strike a good balance between social objectives and commercial principles. It should comprise relevant professionals, Government representatives (to ensure effective inter-departmental co-ordination) and District Councillors (to reflect local views). While recognising the established *ad personam* appointment mechanism for statutory bodies, some suggested retaining the present HC organisation membership system. Some considered it important to have effective public representation within the HFA governing body.

公眾普遍同意擬議海濱管理局的董事局應具廣泛代表性，使其能夠在社會目標與商業原則之間取得適當平衡。董事局應由相關專業人士、政府代表（以確保有效的跨部門協作）和區議員（以反映地區意見）組成。雖然公眾認同現時法定機構既定的機制，即其董事局成員均以個人身分獲委任，有部分人士建議保留海濱事務委員會現行的團體成員制度。亦有意見認為有效的公眾代表性在海濱管理局的管治架構內至為重要。



2 Public accountability 公眾問責

All agreed that the proposed HFA, to be allocated with considerable public resources, must be accountable to the public. There should be a proper and sufficient checks and balance mechanism to alleviate public concern that it may become an over-powerful independent body that is ineffective or causes further multi-layering.

第一階段所蒐集到的意見均贊同，由於擬議海濱管理局將獲得為數不少的公共資源，故必須向公眾問責。當局應有適當和足夠的制衡機制，以減輕公眾對海濱管理局可能成為權力過大、運作欠缺效率、架床疊屋的獨立架構的疑慮。

3 Land matters 土地事宜

It was generally agreed that the allocation of land to HFA should be modest and conservative. It was considered more appropriate for HFA to adopt an incremental development strategy, e.g. to start with the newly reclaimed sites in Central and Wan Chai and to expand incrementally when it had accumulated experience and reputation. Some also expressed that the proposed HFA should not have the power to sell vested land or resume private land.

公眾普遍同意，撥予海濱管理局的土地應為適度及審慎的。公眾認為海濱管理局更適合採取循序漸進的發展策略，例如先從中環和灣仔自新填海得來的用地着手，並在累積一定經驗和建立聲譽後，再逐步拓展至其他地方。此外，亦有意見認為，擬議的海濱管理局不應有權出售撥予該局的土地或收回私人土地。

4 Financial arrangement 財務安排

Many considered that devising a satisfactory financial arrangement would be the key to success for the proposed HFA. However, there were diverse views on the financial arrangement. Some opined that HFA should be given a bigger upfront endowment and not rely on recurrent funding from the Government so as to provide for greater independence and flexibility; but others worried that this might encourage over-commercialization and compromise HFA's vision if it needed to be financially self-sustainable. Some considered it necessary for the Government to provide recurrent funding as HFA was mainly tasked to operate and manage "open space" which would be resource-draining and could hardly be self-sustainable in the long term. If funding injections were to be provided, the majority agreed that the amount and timing of injection should take into account the development plans of HFA.

不少公眾認為，訂立一個理想的財務安排是擬議海濱管理局成功的關鍵，但公眾對財務安排的意見不一。有意見認為海濱管理局不應倚賴政府經常性撥款，而應獲給予為數較大的一筆過撥款，令其更為自主及靈活。但亦有人擔心，如管理局需要在財政上自給，這可能會鼓勵其過度商業化，並就其願景作出妥協。另有意見認為，由於海濱管理局主要的職責是營運及管理“休憩空間”，有關工作長期需要資源上的配合，長遠來說難以讓管理局實現財政自給，政府因此有需要提供經常性撥款。如提供注資，大部分意見均認為，其金額及撥款的時間應考慮到管理局的發展計劃。





Advisory and Advocacy Functions 諮詢和倡導職能

When asked whether HC should be disbanded or retained when the proposed HFA is established, the majority view was that only a single entity should exist to avoid confusion and multi-layering, and the current advisory and advocacy functions of the HC to be taken over by HFA. Some suggested that working groups or task forces be set up under the governing board with wider stakeholders and community participation in advising on public and private harbourfront projects or proposals.

當被問及成立擬議的海濱管理局後，海濱事務委員會應予解散還是保留，大部分的意見認為應只保留單一機構，以避免公眾混淆及架床疊屋。海濱事務委員會現行的諮詢和倡導職能則交由海濱管理局肩負。亦有建議指出董事局之下應設立有較廣泛持份者及公眾參與的工作小組或專責小組，並就公私營海濱項目或建議提供意見。

Executive Function 行政職能

The proposed HFA should delineate its roles clearly to avoid overlapping with other Government departments or organisations that are also responsible for harbourfront areas, e.g. West Kowloon Cultural District Authority and Energizing Kowloon East Office.

擬議的海濱管理局應明確界定其角色，避免與其他負責海濱地帶的政府部門或機構，例如西九文化區管理局和起動九龍東辦事處的職責重疊。

There were diverse views on whether the proposed HFA should be supported by an independent executive arm or a multi-disciplinary Government office. Some supported the former for greater independence and flexibility, and considered it easier to attract talents from the private sector, reduce bureaucratic red-tape and adopt holistic and place-making approach in the planning and development of harbourfront sites. Some preferred having a dedicated multi-disciplinary Government office as it might be more accountable to the public. They also considered it less costly to set up and more effective in project execution and management with closer interface and liaison with Government departments.

就擬議的海濱管理局應由獨立的行政部門還是由跨專業的政府辦事處提供支援，公眾的意見不一。有人支持前者，因管理局能夠更為自主及靈活，並認為這較易吸引私人機構的人才、減少官僚繁瑣的規則，以及在規劃及發展海濱用地時採用全面和“地方營造”的方式。有人則傾向成立跨專業的專責政府辦事處，因為這可加強向公眾問責。他們並認為成立有關辦事處可能需要較少資源，在推行及管理項目上更具效率，且可與政府部門保持更密切的互動和聯繫。



Phase II Public Engagement: The Proposal

第二階段公眾參與：建議

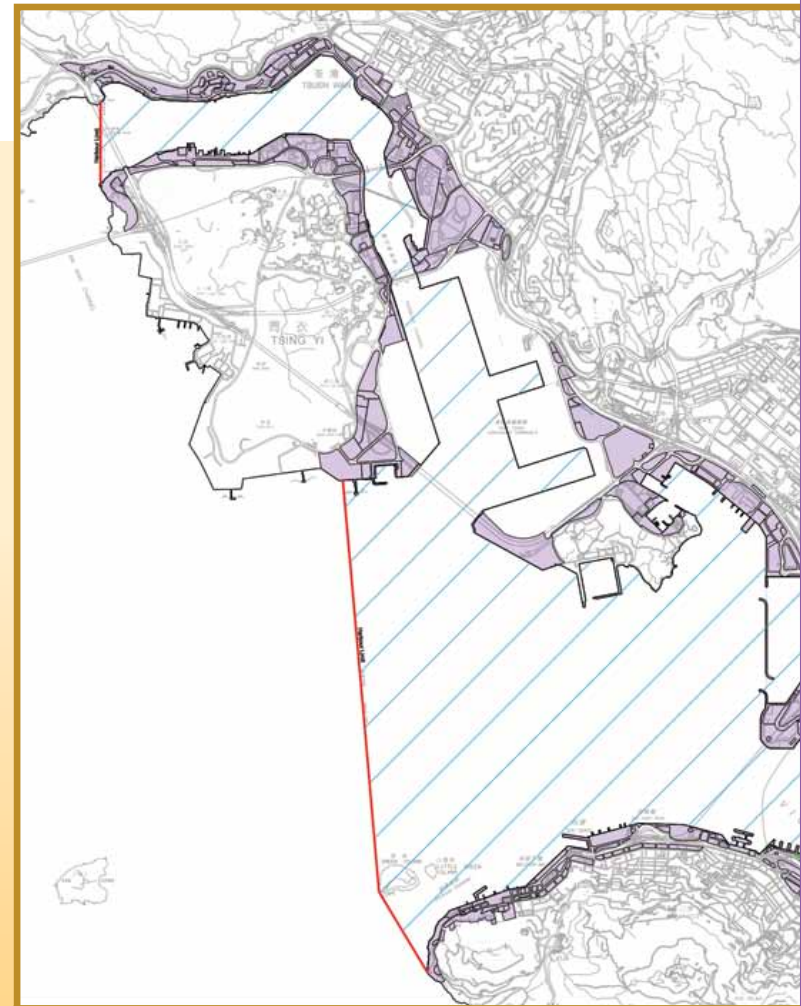


With general support for the proposed establishment of an HFA during Phase I PE, HC and DEVB have drawn up a proposal setting out a broad framework of HFA for more focused discussion by the public in Phase II PE.

公眾在第一階段公眾參與活動中普遍對擬議成立海濱管理局表示支持。海濱事務委員會和發展局擬備了關於海濱管理局基本架構的建議，以便公眾在第二階段公眾參與作更聚焦的討論。

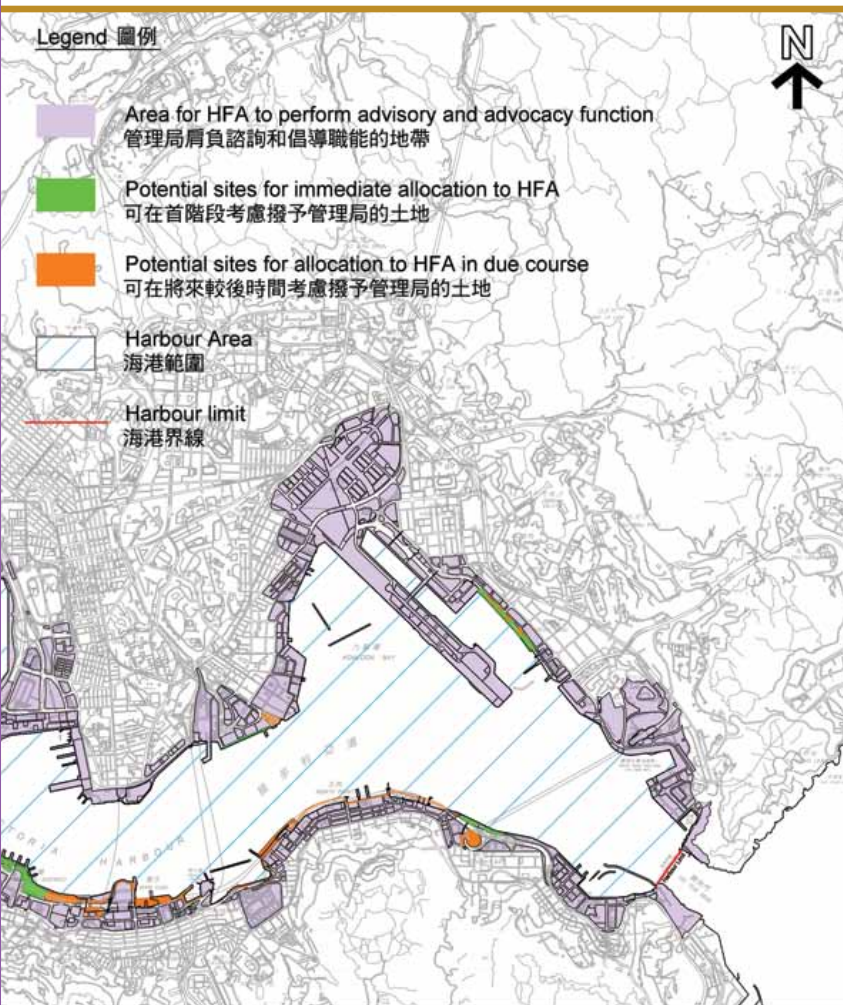
This model has taken into consideration the views expressed during Phase I PE and whilst it is appreciated that other possibilities exist, this approach is considered to be most likely to succeed in delivering the key objectives set out below. If the proposal receives general public support, the detailed framework for the proposed HFA will then be formulated having regard to the views received during Phase II PE.

這方案已考慮了公眾在第一階段公眾參與活動表達的意見。雖然有其他可行方案，我們認為現時提出的方案最有機會成功達致下面列出的主要目標。如建議獲得大眾普遍支持，我們會按第二階段公眾參與活動所收到的意見，制定擬議海濱管理局的詳細架構。



Harbour Limit, Harbourfront Area and
海港界線、海濱地帶和





nd Potential Sites for allocation to HFA
考慮撥予海濱管理局的土地

Definition of “Victoria Harbourfront” “維港海濱”的定義



“Victoria Harbourfront” refers to the harbourfront areas delineated by the Harbour Limit as defined in Interpretation and General Clauses Ordinance (Cap. 1), and generally refers to the land area between the shoreline and the first main road / segregator that HC currently adopts as the geographical remit for performing its advisory function.

“維港海濱”是指按《釋義及通則條例》(香港法例第1章)所界定的海港界線範圍內的海濱地帶。一般而言，泛指海岸線與內陸第一條主要街道/分界線之間的陸地，這亦是現時海濱事務委員會採用作為履行其諮詢職能的地域範圍。

It is proposed that HFA will continue to perform HC’s existing advisory role in respect of the Victoria Harbourfront as a whole while having an executive role to develop and manage projects in specific harbourfront sites allocated to HFA. Detailed functions are set out below.

我們建議海濱管理局應繼續擔當海濱事務委員會現時就整個維港海濱的諮詢角色，並同時就撥予該局的特定海濱用地，肩負行政角色，發展和營運有關項目。海濱管理局的詳細職能將於下文詳述。



Key Objectives of the Harbourfront Authority 海濱管理局的目標

Having regard to the common vision and public aspirations for the Victoria Harbourfront, we propose that HFA should perform its functions having regard to the following key objectives to:

基於公眾對維港海濱的共同願景和期望，我們建議海濱管理局應按下列主要目標履行其職能：

- 1** protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging that Hong Kong people have for Victoria Harbour and its harbourfront



保護、保存及優化維港；維持並加強其作為香港象徵的地位；以及培養港人對維港及其海濱的歸屬感

- 2** promote and deliver an attractive, vibrant, green, accessible and sustainable harbourfront with diversified attractions and activities for public enjoyment

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



- 3** recognise Victoria Harbour as an efficient working harbour and its harbourfront as a unique public urban space for all people of Hong Kong to enjoy and maintain this balance going forward

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



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

- 4** facilitate and enhance partnership and collaboration between HFA, Government, non-government organisation and the private sector in pursuing harbourfront projects from planning, design, construction, operation to management with a view to achieving balance in economic benefits, social objectives and environmental well-being

促進及加強海濱管理局、政府、非政府機構和私營機構之間的伙伴關係及合作，在規劃、設計、建造、營運以至管理海濱項目時，於經濟利益、社會目標及締造美好環境之間取得平衡



- 5** promote public engagement at all stages of project development and encourage wide participation of the local community in designing and managing public open space within the sites allocated to HFA

在海濱項目發展的各個階段，推動公眾參與，並鼓勵地區廣泛參與設計及管理撥予海濱管理局用地內的公眾休憩空間



- 6** promote the concept of sharing of public space and create an inclusive and diversified harbourfront with innovative designs and flexible management

推廣共享公共空間的理念，並結合創新設計及靈活管理，以締造一個共融和多元化的海濱





In order to ensure delivery and implementation of successful harbourfront areas and the above objectives, it is proposed that HFA will work with stakeholders to identify public aspirations for uses and enhancement of harbourfront areas. Within allocated sites, HFA will organise and oversee planning, design, construction, operation and management. The proposed uses, structures, attractions and management for harbourfront areas and sites will depend not only on the overall vision for Victoria Harbour but also the site location on the harbourfront, the views of stakeholders, other projects in the vicinity, availability of resources as well as private sector input and operational expertise where and when appropriate. HC has discussed the following as projects within allocated sites which could be considered in the future:

- make places which people want to visit;
- promote a lively, interesting, accessible and sustainable harbourfront;
- extend links with and along the harbourfront;
- ensure consistent and informative signage;
- facilitate clusters of varying scale and levels of activity to meet needs of harbourfront users and visitors;
- improve land-water interconnectivity;
- support both commercial and leisure maritime industries / facilities;
- rationalise under-utilised assets, e.g. piers;
- promote programmes, events and activities, both local and international, for young and old;
- reflect local culture and characteristics;
- create destinations of distinctive character for both residents and visitors; and
- provide soft landscaping and quality greening.

為確保能夠成功達致和落實打造成功的海濱以及上述的目標，我們建議海濱管理局與持分者共同擬訂公眾對使用及優化海濱地帶的期望。在撥予管理局的土地內，管理局將組織和監督有關規劃、設計、建造、營運和管理的工作。有關的建議用途、建構、景點、以及海濱地帶和用地的管理，將不單視乎對維港的整體願景，亦在不同地方及時間視乎包括有關用地在海濱的地點、持分者的意見、鄰近的項目、可運用的資源、私營機構的參與程度及營運專長。委員會曾討論下述各項，將來作為可在撥予管理局的土地內考慮的項目：

- 營造市民渴望到達的地方；
- 推廣一個充滿活力、有趣、暢達和可持續的海濱；
- 延伸海濱兩岸和沿岸的聯繫；
- 確保一致及資料詳盡的指示牌；
- 促進不同規模及性質的建築群，符合海濱用者和訪客的需要；
- 改善水陸連繫；
- 支持商業和休閒海事產業/設施；
- 理順未獲充分使用的資產，例如碼頭；
- 為全民推廣本地及國際性節目、活動和盛事；
- 反映本土文化和特色；
- 為香港居民和訪客創造有特色的目的地；以及
- 提供花卉園景和具質素的綠化環境。



The above objectives and targets may also serve as yardsticks for evaluating the performance of HFA.
上述目標和目的亦可作為評核海濱管理局表現的準則。



Functions of the Harbourfront Authority 海濱管理局的職能

The proposed HFA will perform three key functions, which are (i) Governance & Management, (ii) Advisory & Advocacy, and (iii) Executive. 擬議成立的海濱管理局會履行三項主要職能：(i) 管治和管理職能；(ii) 諮詢和倡導職能；以及 (iii) 行政職能。

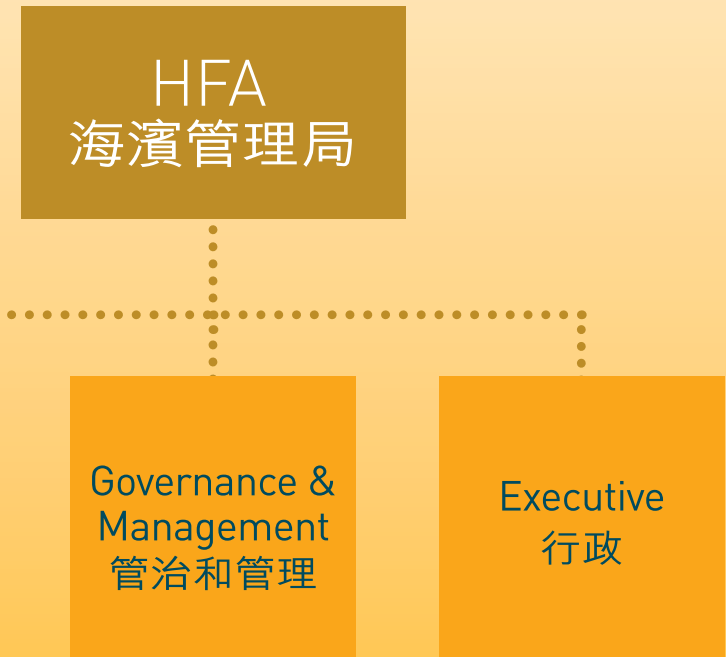
Governance and Management Functions 管治和管理職能

It is proposed that a governing board of HFA (“the Board”) should be formed to perform the statutory governance and management functions, including:

- (i) draw up corporate and business plans;
- (ii) oversee the overall development and management of the sites allocated to HFA;
- (iii) implement public accountability measures;
- (iv) manage resources and finances; and
- (v) set key performance indicators and evaluate performance of the executives.

我們建議海濱管理局應設立董事局，以履行法定的管治和管理職能，包括：

- (i) 擬定業務綱領及計劃；
- (ii) 監督撥予管理局的用地的整體發展和管理工作；
- (iii) 落實向公眾問責的措施；
- (iv) 管理資源和財政；以及
- (v) 訂立主要表現指標並評核行政人員的表現。



Board Composition

The Board should have broad-based representation. For efficient operation of the Board, it should comprise not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official), some senior public official members from relevant bureaux and departments, head of the HFA executive arm, a LegCo/DC member from harbourfront districts, and non-public official members with a mix of professional expertise and experience, such as town planning, urban design, architecture, landscape architecture, engineering, surveying, legal, finance, economics, strategic planning, environmental and sustainability matters, property/venue management, promotion/marketing, place-making, etc.

In line with the arrangement of similar statutory bodies, relevant organisations (including professional bodies and relevant stakeholders) may submit their recommendations of non-public official members for consideration of appointment by CE at the beginning of each appointment cycle. Save for public official members, all Board members will be appointed by CE on a personal basis.

To enable wider stakeholder and public participation in the process of harbourfront planning, development and management, HFA would establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members.

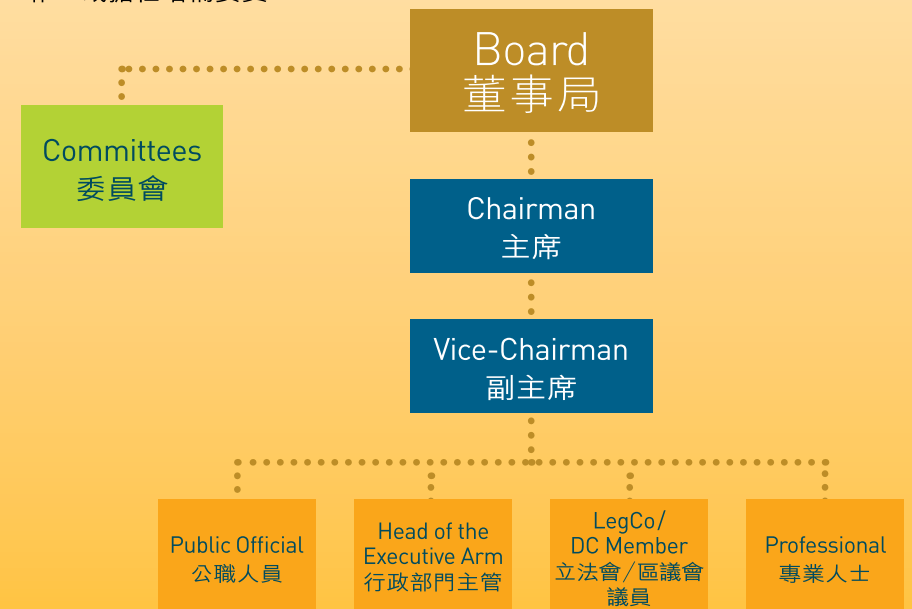


董事局的組成

董事局應有廣泛代表性。為使董事局能有效運作，其成員人數不應超過20人，當中包括主席和副主席（其中一位為公職人員，而另一位為非公職人員）、來自相關政策局和部門的資深公職人員、海濱管理局的行政部門主管、立法會議員／維港海濱地區的區議員，以及具備如城市規劃、城市設計、建築、園境設計、工程、測量、法律、金融、經濟、策略性規劃、環境保護和可持續發展、產業／場地管理、宣傳／市場推廣或地方營造等專業知識及經驗的非公職人員。

一如其他相類法定機構的安排，有關機構（包括專業團體和有關持分者）可於每次委任週期開始時，就非公職人員的人選提出他們的建議，供行政長官考慮作出任命。除官方成員外，所有董事局成員將由行政長官以個人身分委任。

為了讓更多持份者和公眾能參與海濱規劃、發展和管理的過程，海濱管理局會成立委員會（例如工作小組或專責小組），讓董事局成員以外的人士亦能參與有關工作，或擔任增補委員。



Public Accountability

As HFA would be vested with considerable public resources, it is necessary to assure the public that HFA would dutifully and properly discharge its functions and deploy public resources in a prudent and transparent manner. With reference to the arrangements of similar statutory bodies, it is proposed that the following statutory requirements be included in the enabling legislation to safeguard public interest and enhance public accountability of HFA:

向公眾問責

由於海濱管理局會獲得龐大的公共資源，因此我們必須向公眾保證管理局會盡責及妥善地履行其職能，並會以審慎及具透明度的方式運用公共資源。參考相若法定機構的安排，我們建議於賦權法例中加入下列的法定要求，以保障公眾利益和提高海濱管理局的公眾問責性：

- 1 to submit a corporate plan covering its programmes of activities and financial plans in the coming three years, and a business plan setting out the details of its activities and projects to be conducted in the coming year for approval by the Government with suitable key performance indicators
提交未來三年的業務綱領，當中包括擬辦活動的時間表和財政計劃，以及列明將於未來一年進行的活動和項目詳情的業務計劃，供政府審閱，當中須述明合適的主要表現指標
- 2 to submit a statement of accounts and an annual report, and an auditor's report to the Government, and to be tabled in LegCo
向政府及立法會提交帳目、年度報告及審計報告
- 3 to empower the Director of Audit to conduct an examination into the economy, efficiency and effectiveness of HFA in expending resources for performing its functions
授權審計署署長審查海濱管理局在動用資源履行其職能方面的經濟效益、效率及成效
- 4 the Chairman of the Board and the Head of the executive arm to attend LegCo meetings and answer questions upon LegCo's request
董事局主席和行政部門主管須應立法會要求出席立法會會議及答覆質詢
- 5 to consult the public on matters relating to the overall development and management of the harbourfront related facilities
就與海濱設施的發展及管理有關的事宜諮詢公眾
- 6 to conduct Board meetings openly, except for discussions of confidential or commercially sensitive issues
除討論機密或商業敏感的議題外，董事局會議應公開進行
- 7 all members of the Board and committees to disclose their interests regularly for public inspection and implementation of appropriate withdrawal measures
董事局和委員會所有成員均須定期披露自身的利益關係讓市民查閱，並落實適當的避席機制
- 8 to include HFA and its committees in Schedule 1 of the Prevention of Bribery Ordinance (Cap.201)
把海濱管理局及其委員會納入《防止賄賂條例》(香港法例第201章)附表1之內
- 9 to make HFA accountable to a Principal Official and include standard provisions to empower the Government to give directions in the public interest, obtain information and make subsidiary legislation
海濱管理局須向一名政府主要官員負責，並在法例中訂明一般性條文，授權政府可在符合公眾利益的情況下給予指引、索取資料及擬定附屬法例
- 10 to establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel chaired by a non-board member to systematically collect public views on HFA's projects
成立委員會以處理審計、人力資源及財務、規劃及市場推廣等事宜；並成立由非董事局成員主持的諮詢會，以便有系統地蒐集市民對海濱管理局項目的意見

Resources: Land Matters

資源：土地事宜



While the shoreline of Victoria Harbourfront is some 73km long, it is not a blank canvas as parts of the harbourfront areas have been developed over the years and are occupied by public facilities, roads and infrastructure, private residential, commercial and industrial buildings. Some harbourfront sites are also required for port operation and other water-dependent uses. It is thus not feasible for HFA to take up and manage the entire Victoria harbourfront, but rather to achieve its vision of creating an attractive, vibrant, green, accessible and sustainable Victoria Harbourfront with diversified attractions and activities for public enjoyment through ongoing efforts and collaboration with both the public and private sectors.

維港沿岸全長約73公里，且並非白紙一張。多年來，不少海濱用地已經發展，上面有各種公共設施、道路基建、私人住宅、商業及工業大廈。有些海濱用地亦須作港口運作及其他依靠水體進行的用途。因此，要求海濱管理局管理整個維港海濱並不可行，但該局可透過持續的努力和公私營合作，實現締造一個富吸引力、朝氣蓬勃、綠化、暢達和可持續發展的維港海濱的目標，提供多元化的景點和活動供大眾享用。

Initial allocation should be relatively modest

最初只宜相對審慎地撥地

Having regard to the public views in Phase I PE, it is proposed that the initial allocation of land to HFA for development and management should be relatively modest. An incremental development strategy should be adopted with priority given to those sites that are ready for development upon the establishment of HFA and could immediately capitalise on its creativity and flexibility, with subsequent gradual expansion to other suitable and available sites when it has accumulated adequate experience and built its reputation and track record.

根據第一階段公眾參與活動所蒐集到的公眾意見，我們建議最初只宜相對審慎地撥出土地予海濱管理局發展及管理。管理局應採取循序漸進的發展策略，先從那些在成立之始可即時供發展的海濱用地着手，以便立刻運用其創意及靈活性，在累積足夠經驗、建立聲譽及奠定良好往績後，再逐步拓展至其他合適及可用的用地。

Below are some possible harbourfront sites which can be considered for allocation. These are newly reclaimed land and/or sites primarily zoned as open space, and are available for development in phases over the next 5 to 10 years:

下列為一些可供考慮撥予管理局的用地。這些用地均為新填海得來的用地及 / 或主要劃作休憩用途的用地，可在未來五至十年分階段發展：

New Central Harbourfront 中環新海濱



Sites 1 and 2 1號及2號用地
Approximate Size 大約面積 16,000m² 平方米
Site availability 可供發展年份 2016-17年度

Sites 4 and 7 (western part) 4號及7號用地 (西部)
Approximate Size 大約面積 56,000m² 平方米
Site availability 可供發展年份 2017-18年度

Sites 6 and 7 (eastern part) 6號及7號用地 (東部)
Approximate Size 大約面積 43,500m² 平方米
Site availability 可供發展年份 2018-19年度

Wanchai - North Point Harbourfront 灣仔 — 北角海濱

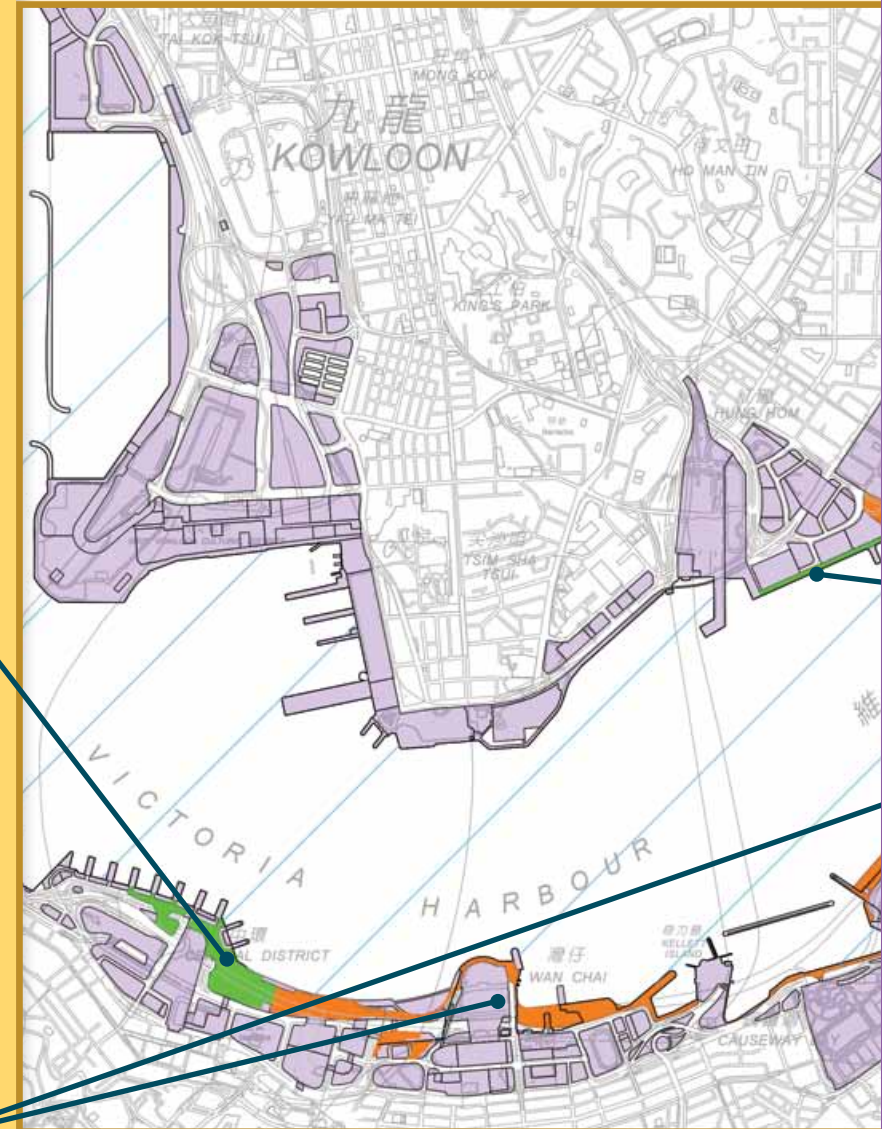


Wanchai Development Phase II (WDII) Sites - Wanchai and Causeway Bay section
 灣仔發展計劃第二期用地 — 灣仔及銅鑼灣段
Approximate Size 大約面積 99,800m² 平方米
Site availability 可供發展年份 2018-20年度

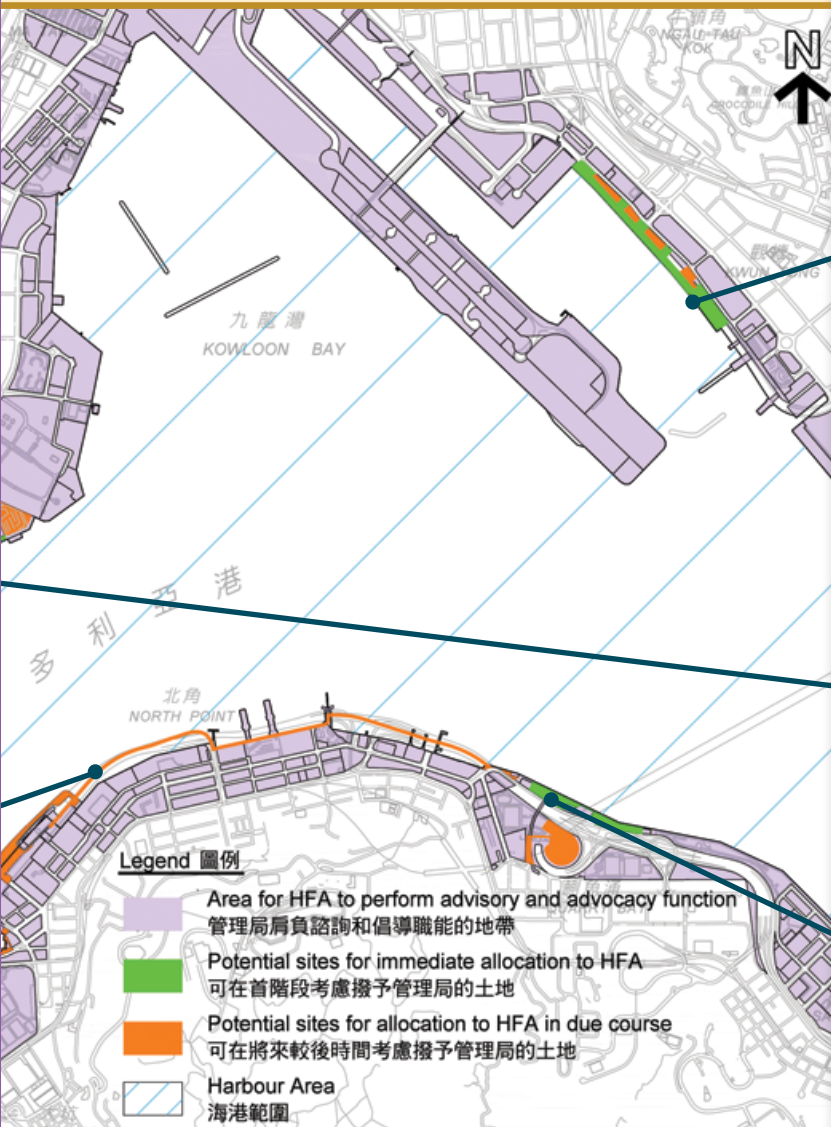
WDII Sites - North Point section
 灣仔發展計劃第二期用地 — 北角段
Approximate Size 大約面積 26,500m² 平方米
Site availability 可供發展年份 2018年度



Proposed boardwalk underneath Island Eastern Corridor
 擬在東區走廊下興建的行人板道
Approximate Size 大約面積 2,200m² 平方米
Site availability 可供發展年份 To be Confirmed 待定



Potential Sites for allocation
 考慮撥予海濱管理



Allocation to HFA
管理局的土地

Kwun Tong Harbourfront 觀塘海濱

Kwun Tong Promenade 觀塘海濱花園
Approximate Size 大約面積 42,000m² 平方米
Site availability 可供發展年份 2015

Areas underneath Kwun Tong Bypass behind Kwun Tong Promenade

觀塘海濱花園後觀塘繞道下的地方
Approximate Size 大約面積 12,300m² 平方米
Site availability 可供發展年份 2020-21年度



Hung Hom Harbourfront 紅磡海濱

Hung Hom Promenade 紅磡海濱花園
Approximate Size 大約面積 12,000m² 平方米
Site availability 可供發展年份 Now 現在

Open space site adjacent to Hung Hom Ferry Pier after relocation of the public transport interchange
在搬遷公共交通交匯處後紅磡碼頭旁的休憩用地

Approximate Size 大約面積 20,000m² 平方米
Site availability 可供發展年份 2018-19年度



Quarry Bay Harbourfront 鯽魚涌海濱

Quarry Bay Promenade and adjacent sites
鯽魚涌海濱花園及毗鄰用地
Approximate Size 大約面積 19,000m² 平方米
Site availability 可供發展年份 Now 現在

Quarry Bay Park Phase II (Stages 2 and 3) site (after relocation of Government facilities)

鯽魚涌公園二期(第二及第三階段)用地(在搬遷政府設施後)
Approximate Size 大約面積 24,000m² 平方米
Site availability 可供發展年份 2019-20年度





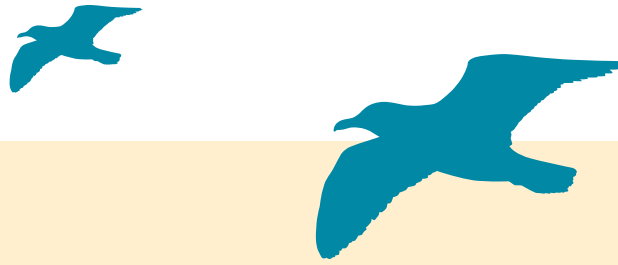
HFA may identify potential sites for discussion and consideration by the Government

管理局可物色具潛力的用地讓政府作出討論及考慮



Waterfront parks or open spaces currently managed by the Leisure and Cultural Services Department may also be potential sites for HFA to take up over time, after evaluation of development potential and due public consultation, particularly with the DCs and relevant stakeholders. HFA may also conduct studies on its own or consult DCs to identify such potential sites for discussion and consideration by the Government.

現時由康樂及文化事務署管理的海濱公園或休憩用地，將來亦有機會由海濱管理局接手，前提是有關過程需經評估其發展潛力及進行充分公眾諮詢，特別是諮詢區議會及相關持份者。海濱管理局亦可自行進行研究或諮詢區議會，物色具潛力的用地讓政府作出討論及考慮。



Desirable for HFA to keep a balanced portfolio of projects
管理局適宜保持一個均衡的海濱項目組合

The proposed HFA will maintain a careful balance of commercial return and social objectives. While some proposed sites may possibly be able to generate a stable stream of income over time for sustaining the operation of HFA and buttress its future development, HFA is also expected to take up some innovative harbourfront projects or public open space with minimal commercial elements which could be financially draining. To achieve overall financial sustainability and independence in the long run, it is desirable for HFA to keep a balanced portfolio of projects, subject to allocation of sites and facilities to be managed by HFA.

擬議成立的海濱管理局會小心在商業回報和社會目標之間維持平衡。當某部分建議用地可能逐漸帶來穩定的收入，以維持管理局的運作和支持未來的發展的同時，管理局亦預計會接手一些只具備少量商業元素，甚至會消耗財力的創新海濱項目和公共休憩空間。為了讓海濱管理局能夠長遠達致財政自給和獨立，視乎撥予管理局的土地及其管理的設施，管理局適宜保持一個均衡的海濱項目組合。

Sites allocated to HFA should not be “privatized”

撥予管理局的土地不應被“私有化”

The harbourfront sites to be developed and managed by HFA are intended for public enjoyment and should not be “privatised”. While HFA may sub-let or sub-lease the sites or properties therein to other entities for development, operation and management over a certain period of time, it will not be allowed to sell land or properties therein. The land allocation arrangements, including the terms and conditions of each site, will be examined and worked out by the Government.

由海濱管理局發展及管理的海濱用地，旨在供大眾共享，故不應將其“私有化”。雖然管理局可以將用地內個別地方或物業分租或轉租予其他組織，容許其在特定時間內進行發展、營運和管理，但該局不得出售有關用地或在內的物業。政府會研究及訂定有關的撥地安排，包括每幅用地的條款。

Finance Matters 財務安排

Government to provide capital injection and allocation of land as in-kind support 政府注資及撥地作實質支持

The resources of HFA would include capital injection and land allocated by the Government at nominal or reduced premium (depending on the development parameters of such sites) as a major in-kind support to be provided to HFA.

海濱管理局的資源，包括來自政府的注資及政府以象徵式或低於市值的地價撥給該局（視乎有關土地的發展參數而定），作為對該局所作出的實質支持。

Set aside a dedicated fund within Government 在政府內預留專項基金

While a one-off capital injection upon establishment may provide financial certainty and independence for HFA, having regard to the experience of other statutory bodies, such an arrangement could pose constraints on its development resources if construction costs continue to surge disproportionately over the coming years. It is intended that harbourfront sites of varying business potential will be allocated to HFA by phases (some sites providing income stream and some relying on revenue generated from other sites to sustain/cross-subsidise their operation). In addition, there will be different funding requirements under different development and public-private collaboration models to reflect fluctuations of construction costs and economic cycles.

雖然在海濱管理局成立時給予一筆過注資可確保管理局的財政穩定性和獨立性，但根據其他法定機構的經驗，這樣的安排下，如因建築成本在往後多年持續大幅上漲，會為管理局可用作發展的資源帶來限制。我們打算分階段將海濱用地撥給海濱管理局，而這些用地各具不同商業潛力（有些用地本身能帶來收入，而有些用地則須依靠其他用地帶來的收益來維持／補貼其運作）；加上不同發展及公私營合作模式，以反映建築成本及經濟周期波動等各種因素，將有不同的財務需要。



Resources will be drawn from the dedicated fund when project is ready for implementation (subject to Legislative Council's approval)

當某項目可予落實，可從專項基金提取款項（須獲立法會批准）

To address the issue of resource competition within the Government and to ensure certainty of funding availability for timely development by HFA on the one hand, and to alleviate public concern over the allocation of a large sum of one-off funding to a newly established body on the other, it is proposed that a dedicated fund be set aside within the Government that is roughly sufficient to cover the capital costs of the designated sites / projects, with further injection of capital funding to be considered having regard to the future development plans of HFA. Instead of an upfront endowment, it is proposed that HFA will be provided with an initial funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation. Funding approval from LegCo will be required in a similar manner to other public works projects. Subject to further deliberations within the Government on its feasibility, it is also suggested that HFA reaches agreement with LegCo to allow minor capital works within a pre-established level of delegated authority to proceed without attaining their prior approval.

回應政府內部競逐資源的情況，為確保有穩定的資金支持海濱管理局作適時發展，另一方面減輕公眾對政府向新成立機構作出一筆過巨額撥款的疑慮，我們建議在政府內部先預留一筆金額大概足以支付指定用地 / 項目的資本成本的專項基金，再因應海濱管理局日後的發展計劃考慮進一步注資。與其提供一筆過撥款，我們建議向海濱管理局提供初期資金，以支持譬如首五年的營運費用。當某項目可予落實，便可從專項基金中提取所須款項。與其他工務工程項目相若，有關項目向基金的撥款申請須獲立法會批准。此外，亦有建議提出海濱管理局與立法會訂立安排，以容許管理局在無需獲立法會事先批准的情況下，獲授權自行進行不超過某預訂水平的小型工務工程。這建議的可行性須待政府內部作進一步討論。

Balanced portfolios of projects to help achieve the long-term financial sustainability

均衡海濱項目組合，長遠有助達致財政自給

It is anticipated that some of the sites allocated to HFA may be able to generate income over time and contribute towards its future operation. If community consensus over a balanced portfolio of projects can be achieved, the income generated could cover recurrent expenditure and help achieve overall financial sustainability over the long term.

我們預計，個別撥予海濱管理局的用地可以慢慢帶來穩定的收入，並對管理局將來營運帶來貢獻。如果公眾能就一個均衡的項目組合達致共識，有關用地帶來的收入可以抵銷管理局的經常性支出，長遠有助達致財政上的可持續性。

Financial consultancy study will be conducted to assess the estimates of funding requirements

將進行財務顧問研究，以評估預算撥款要求

A financial consultancy study will be conducted to assess the estimates of funding requirements for potential sites listed earlier (under Land Matters) under various development and operational scenarios. This study will also consider operational resource requirements for HFA. The study is expected to be completed in 2015 and will provide support for the way forward.

當局將進行財務顧問研究，以評估較早前（在土地事宜部分）所列出，可能撥予管理局的土地，在不同發展及營運方案下的預算撥款要求。有關研究亦會涵蓋管理局營運上所需的資源，並預計於2015年完成，為發展方向提供支持。



Advisory and Advocacy Functions 諮詢和倡導職能

It is proposed that HC will be disbanded upon the establishment of HFA to avoid confusion or the perception of multi-layering. HFA will take over the current advisory and advocacy role of HC in relation to Victoria Harbourfront as a whole, including:

我們建議在海濱管理局成立後解散海濱事務委員會，以免公眾混淆或做成架床疊屋的觀感。屆時海濱管理局將會肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能，包括：



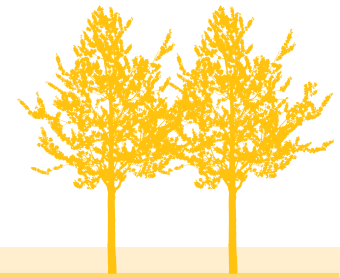
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to advise the Government on the holistic and strategic development of the harbourfront and its associated water-land interface, such as:

- (i) devising a strategic framework on HFA's vision for future harbourfront development including public engagement;
- (ii) conducting topical planning and research studies that support its advisory function and provide a context for further deliberation and planning;
- (iii) identifying potential sites within the harbourfront suitable for development by HFA; and
- (iv) acting as an opinion leader in commenting on works or development projects that are conducive to enjoyment and enhancement of the harbour

就海濱及其相關水陸連接的全面及策略性發展事宜，向政府提出意見，例如：

- (i) 包括透過公眾參與，就海濱管理局對未來海濱發展的願景制定策略性框架；
- (ii) 進行專題規劃及研究以支持其諮詢職能，並提供平台供進一步討論及規劃；
- (iii) 在海濱範圍內物色具潛力並適合海濱管理局發展的用地；以及
- (iv) 擔當意見領袖，就有利於享用及優化海濱的工程或發展項目發表意見





2

to play an advocacy role in the envisioning, planning, urban design, marketing and branding, development, management and operation of the harbourfront areas and facilities in collaboration with relevant stakeholders and DCs

與相關持份者和區議會攜手，在構想、規劃、城市設計、市場推廣及品牌建立、發展、管理及營運海濱用地及設施方面，擔當倡導角色



3

to comment on plans and projects on Victoria Harbourfront raised by private and public proponents

為公營和私人倡議者就有關維港海濱規劃和項目提供意見



4



to promote wider application of Harbour Planning Principles and Harbour Planning Guidelines, and to update them as necessary
推動更廣泛採用《海港規劃原則》和《海港規劃指引》，並按需要更新有關原則和指引

5

to facilitate and foster public-private partnership in the development, management and maintenance of the harbourfront (including engagement of community, social enterprises and non-governmental organisations)

在海濱發展、管理及保養方面促進及推動公私營合作（包括公眾、社會企業及非政府機構的參與）

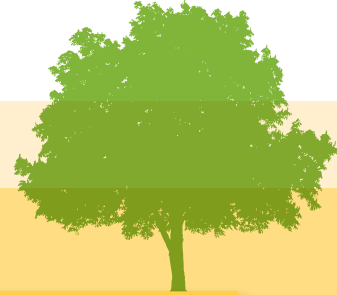


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to promote, organise or sponsor recreational/leisure activities that enhance the brand/image of the Victoria Harbour and the harbourfront
推廣、組織或資助優化維港及提升維港海濱的品牌/形象的康樂/文娛活動





Executive Function 行政職能

It is proposed that HFA will be empowered with an executive function to develop and manage the designated harbourfront sites through land allocation:
我們建議海濱管理局應獲賦予行政職能，發展及管理撥予管理局的指定海濱用地：

1 plan, design, construct, operate and manage the allocated sites in accordance with the land use and other requirements or conditions specified in the statutory plans under the Town Planning Ordinance (Cap. 131), and where necessary propose amendments to the specified land use for approval by TPB
根據《城市規劃條例》(香港法例第131章)下的法定圖則中所指明的土地用途和其他要求或條件，規劃、設計、建造、營運和管理獲撥予的用地。如有需要，管理局可提出對指定土地用途作出修訂，供城規會審批

2 conduct project-level planning and prepare plans, where appropriate, for approval by TPB
進行項目層面的規劃，和擬備圖則，並在合適的情況下供城規會審批

3 design, construct, operate, and manage the harbourfront related facilities (including retail/dining/entertainment facilities) and other ancillary facilities at the designated sites on its own or with other parties
自行或與其他各方合作，設計、建造、營運及管理指定用地的海濱相關設施(包括零售/餐飲/娛樂設施)及其他配套設施

4 initiate and oversee relevant broad-based public engagement exercises, topical planning studies, social impact assessments and other research and studies related to the development of the allocated sites
發起和監督與發展撥予管理局的土地有關的大規模公眾參與活動、專題規劃研究、社會影響評估和其他相關研究

5 monitor progress of implementation and management of allocated sites and projects
監察獲撥予土地和項目的落實進度和管理工作

6 foster temporary, quick-win or other harbourfront enhancement projects
促進暫時性、短期或其他優化海濱項目

In this connection, HFA should be empowered to do things that are necessary for, or incidental or conducive to, the performance of its functions.
為此，海濱管理局應獲賦權作出所有對執行其職能屬必需、附帶或有幫助的事情。

To ensure that HFA fits in the system well with other existing Government departments and statutory bodies, it will not derogate from the existing powers and functions of relevant Government bureaux and departments as well as statutory bodies, such as the Marine Department regarding the regulation of harbour activities and TPB regarding the statutory planning process. Also, the establishment of HFA will not affect the scope of existing laws, such as the Protection of the Harbour Ordinance. [Cap. 531]
為使海濱管理局能在制度內與其他現有政府部門和法定機構相配合，管理局不會減損政府相關政策局、部門和法定機構的現有權力和職能，例如海事處規管海上活動，以及城規會規法定規畫程序。此外，成立海濱管理局亦不會影響《保護海港條例》(香港法例第531章)等現行法例的涵蓋範圍。

Executive Office

There were diverse views expressed during the Phase I PE on whether the executive function of HFA should be served by an independent executive team or a dedicated multi-disciplinary Government team. As there is no perfect option, we should take into account the needs of HFA at different stages of development, and initially focus on the needs during its establishment period.

The executive office of HFA will serve as the secretariat of the governing Board (and its committees and task forces), which requires close liaison and coordination with both Government departments and stakeholders in effectively carrying out its advisory function. It is expected that there will be multifaceted interfaces with the Government during the initial setup and project planning and design stages, in particular the complicated land allocation and financing matters.

It is proposed therefore that a dedicated Government team with experienced civil servants from relevant disciplines be seconded to HFA to support its operation and report to HFA's Board. This will facilitate not only a rapid start-up but also foster closer liaison and collaboration between HFA and Government departments especially during its initial establishment and operation. It is expected that the initial setup of the Government team will be moderate and grow gradually with an expanded portfolio of new projects and initiatives. While civil servants will form the backbone of the team, suitable talents with business acumen and market operation experience which are not readily available in the civil service would also be recruited by HFA to ensure there is a well-rounded team in place for holistic planning and development of projects.

When the operation of HFA and its development of projects are on track with adequate experience accumulated over time, HFA would start building its own independent executive team and gradually phase out the Government officers and replace them with suitable talents recruited from the private sector.

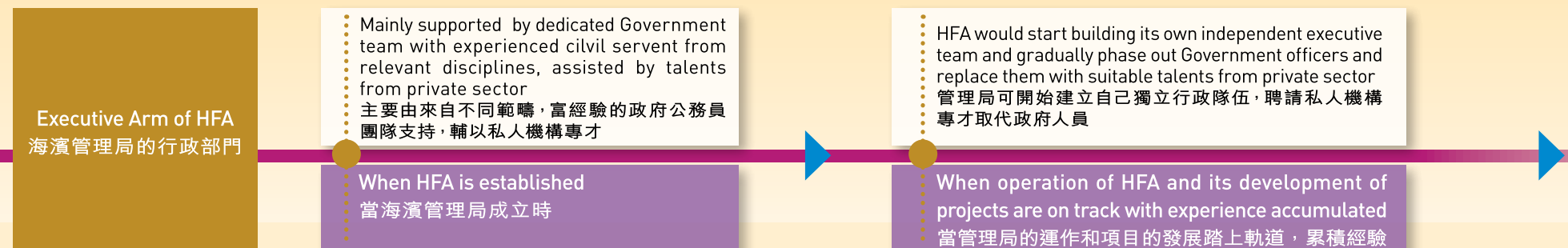
行政部門

在第一階段公眾參與活動期間，公眾對海濱管理局應否擁有獨立的行政團隊還是由跨專業的政府團隊提供支援方面，表達了不同的意見。由於沒有一個十全十美的方案，因此我們應考慮海濱管理局在不同發展階段的需要，並集中關注其在創始階段的需要。

管理局的行政部門將會擔當董事局、其委員會及其轄下小組的秘書處，因此須與政府部門和持份者保持緊密聯繫及協調，以使管理局能有效履行其諮詢職能；尤其是預計管理局在成立初期及項目規劃和設計階段（特別是在複雜的土地分配及財務事宜上），須與政府保持多方面的接觸。

因此我們建議成立一支由來自不同相關範疇、富經驗和由公務員組成的政府專責團隊，在海濱管理局成立初期借調予管理局，以支援其運作，並向管理局的董事局負責。此舉不但能令管理局較快展開工作，亦有助管理局與政府部門保持更密切的聯繫和合作，特別是在管理局成立及運作初期。預計這支政府隊伍在初期的編制不大，但會隨着新項目和計劃的組合有所增加而逐步擴展。為建立一支具備多方才能的隊伍，令海濱管理局的項目得以全面規劃及發展，除起用公務員作為團隊骨幹外，管理局亦會招聘一些具備商業觸覺和市場運作經驗的人士，以彌補未能即時在公務員團隊中覓得合適專才。

當海濱管理局的運作及其項目的發展漸上軌道，並逐漸累積足夠經驗後，該局便會開始建立自己的獨立行政隊伍，並逐步以聘自私人機構的合適專才，取代政府人員執行職務。



Way Forward

未來路向

HC and DEVB will jointly conduct a three-month Phase II PE from September to December 2014 to listen to your views on the proposed framework of HFA.

Your views are particularly sought on:

- (a) the objectives of HFA;
- (b) the definition of "Victoria Harbourfront" and the remit of HFA;
- (c) HFA's governance and management functions, including board composition, land and finance matters, and provisions on public accountability;
- (d) HFA's advisory and advocacy functions in respect of the Victoria Harbourfront as a whole; and
- (e) HFA's executive functions in respect of the harbourfront sites allocated to it, and the setup of its executive office.

海濱事務委員會聯同發展局將在2014年9月至12月期間進行為期三個月的第二階段公眾參與活動，以聽取你對海濱管理局擬議框架的意見。

我們特別希望了解你對下述事宜的意見：

- (a) 海濱管理局的目標；
- (b) "維港海濱"的定義及海濱管理局的管轄範圍；
- (c) 海濱管理局的管治和管理職能，包括董事局的組成、土地及財務事宜，以及向公眾問責的規定；
- (d) 海濱管理局就維港海濱整體的諮詢和倡導職能；以及
- (e) 海濱管理局就撥給該局的海濱用地的行政職能，以及其行政部門的架構。





We look forward to receiving your views. Please send us these through the channels below on or before 24 December 2014.

我們期待收到你的意見。請透過以下途徑在2014年12月24日或之前遞交你的意見：

Website	網址：	www.hfc.org.hk/hape
Email	電郵：	hape@hfc.org.hk
Phone	電話：	3509 8809
Fax	傳真：	2110 0841
Post	郵遞：	17/F, West Wing, Central Government Offices, 2 Tim Mei Avenue, Tamar, Hong Kong 香港添馬添美道二號政府總部西翼十七樓
Facebook	面書：	www.facebook.com/harbourfrontauthority



Public forums will be organized to collect views. For details, please visit our website or call 3509 8809 from 9am to 5pm, Monday to Friday (except public holidays) for enquiry.

我們會舉辦公眾論壇，以蒐集意見。如欲了解詳情，請瀏覽我們的網頁，或逢星期一至五（公眾假期除外）上午九時至下午五時致電3509 8809查詢。





Contact Us 聯絡我們

Please express your views through the channels listed below
請透過以下途徑發表意見

- Website 網址 : www.hfc.org.hk/hape
 Email 電郵 : hape@hfc.org.hk
 Phone 電話 : 3509 8809
 Fax 傳真 : 2110 0841
 Post 郵遞 : 17/F, West Wing, Central Government Offices,
 2 Tim Mei Avenue, Tamar, Hong Kong
 香港添馬添美道二號政府總部西翼十七樓
 Facebook 面書 : www.facebook.com/harbourfrontauthority

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發展局
Development Bureau



REPORT SUBMITTED TO

THE DEVELOPMENT BUREAU

OF THE GOVERNMENT OF THE HONG KONG

SPECIAL ADMINISTRATIVE REGION

Independent Analysis and Reporting

Services for the Phase II Public

Engagement Exercise for

Establishing a Harbourfront

Authority in Hong Kong



Social Sciences Research Centre

The University of Hong Kong

17 July 2015

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Executive Summary

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

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

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

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

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

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

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

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

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

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

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

Chapter 1: Introduction

1.1 Background

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

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

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

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

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

1.2 Research Team

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

1.3 Phase I Public Engagement Exercise

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

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

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

1.4 Phase II Public Engagement Exercise

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

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

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

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

1.5 Channels of Feedback Received in Phase II

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

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

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

1.6 Analysis of Feedback Received in Phase II

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

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

Chapter 2: Results of the Quantitative Analysis

2.1 Introduction

A total of 157 usable public engagement forms including 115 online public engagement forms and 40 paper public engagement forms were received at 24th December 2014, excluding 3 duplicated¹ and 1 incomplete² online public engagement forms.

It is important to note that the public engagement forms are not a random sample of any population, so statistical tests, which assume random samples, are not appropriate. All responses are included unless excluded for the reasons mentioned above³.

2.2 Overview of the public engagement form

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.3 Summary of overall quantitative feedback

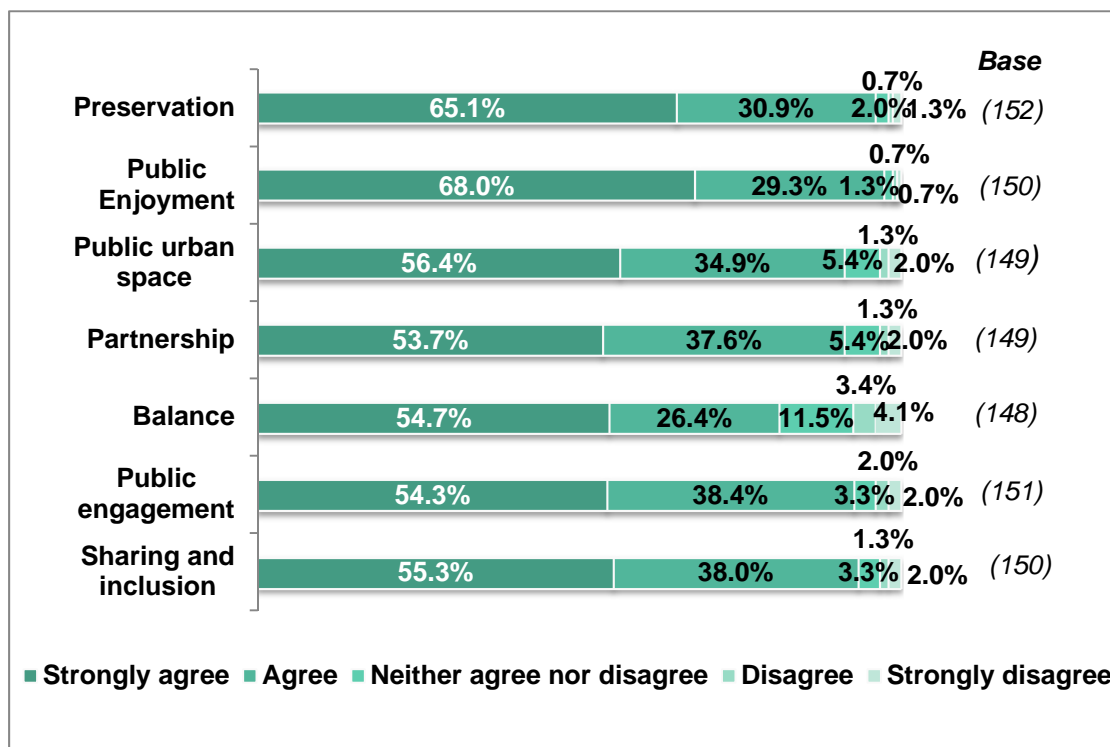
2.3.1 Objectives of the HFA

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

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

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

Figure 2.1 Agreement with proposed specific objectives



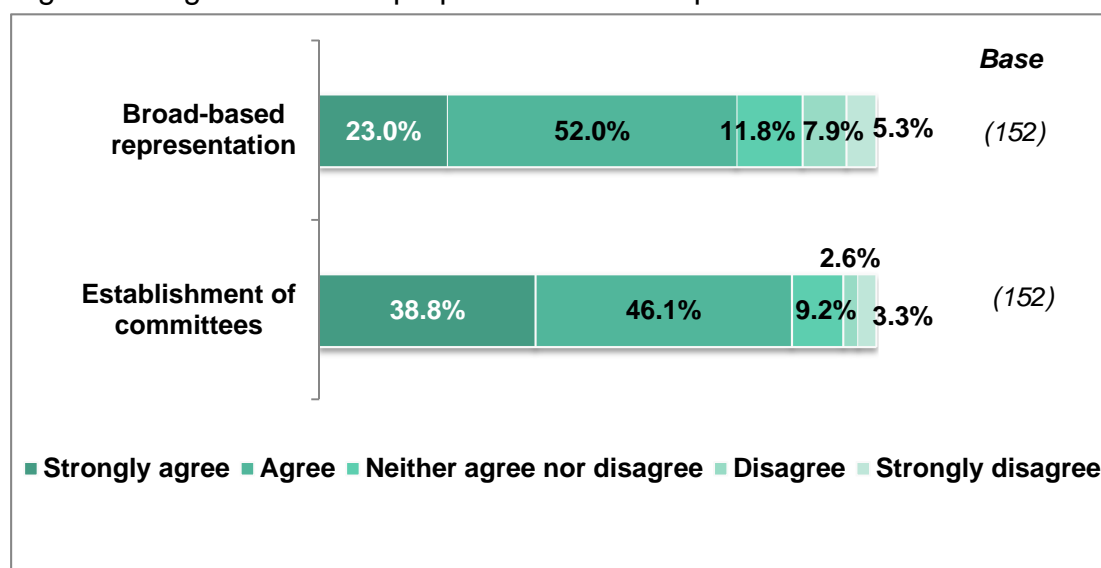
As can be seen from Figure 2.1, at least 81% of respondents agreed (at least 54% strongly agreed) with all of the objectives and apart from balance (for which 7.5% disagreed), at most 5% disagreed with the objectives. “Public Enjoyment” has the highest level of agreement, followed by “Preservation”,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

2.3.2 Membership of the HFA

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

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

Figure 2.2 Agreement with proposed membership



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

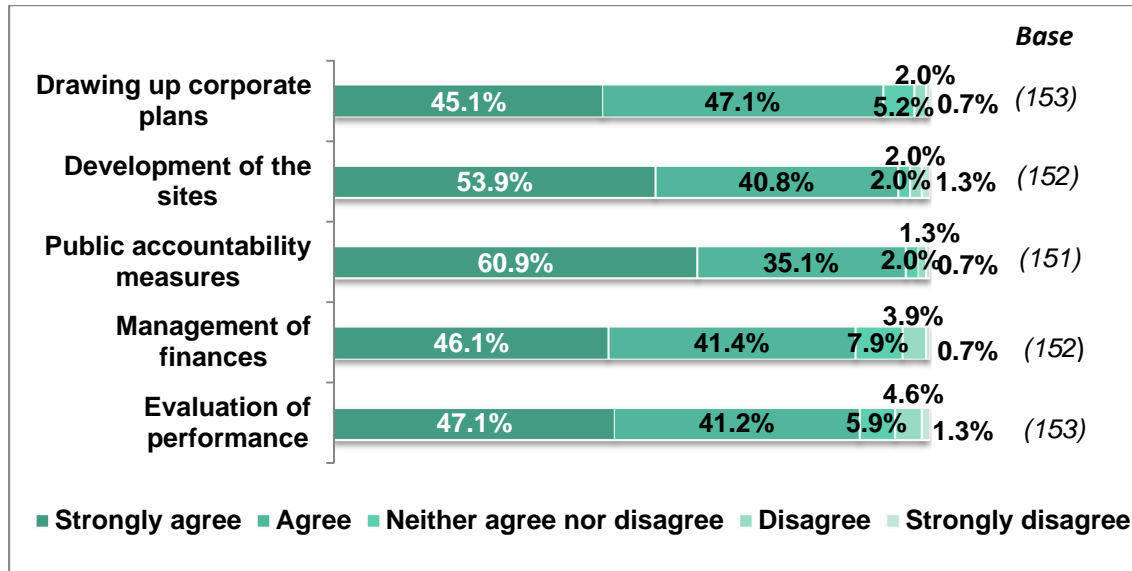
2.3.3 Statutory Governance & Management Functions of the HFA

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

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

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

Figure 2.3 Agreement with proposed governance and management functions



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

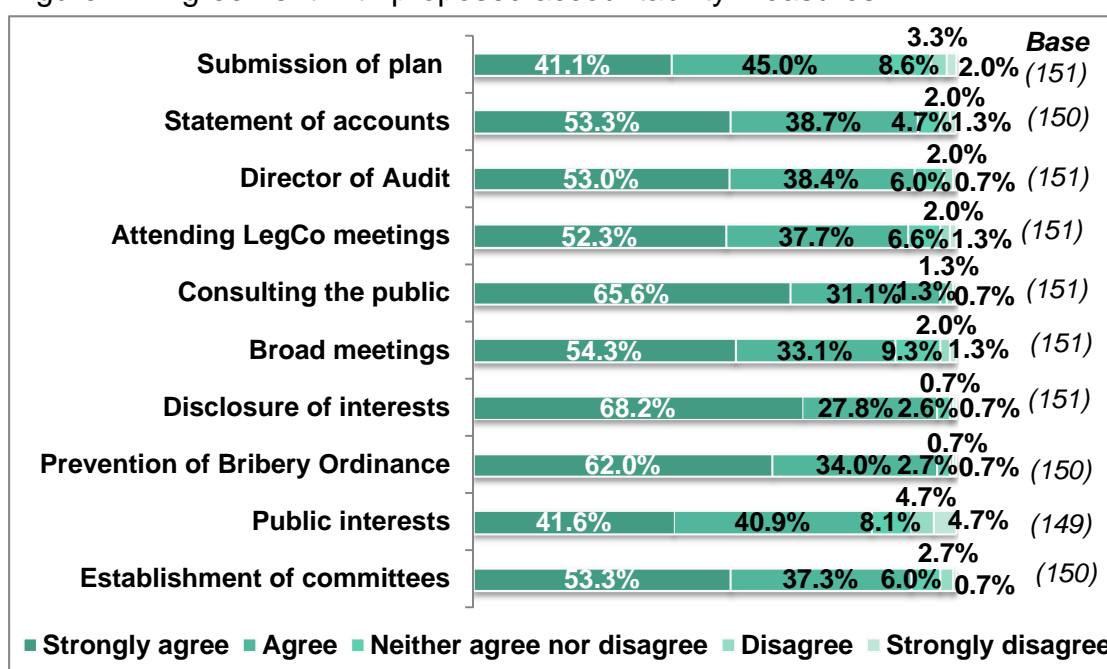
2.3.4 Accountability measures for the HFA

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

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

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

Figure 2.4 Agreement with proposed accountability measures



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

2.3.5 Financial arrangements for the HFA

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

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

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

Figure 2.5 Agreement with proposed financial arrangements

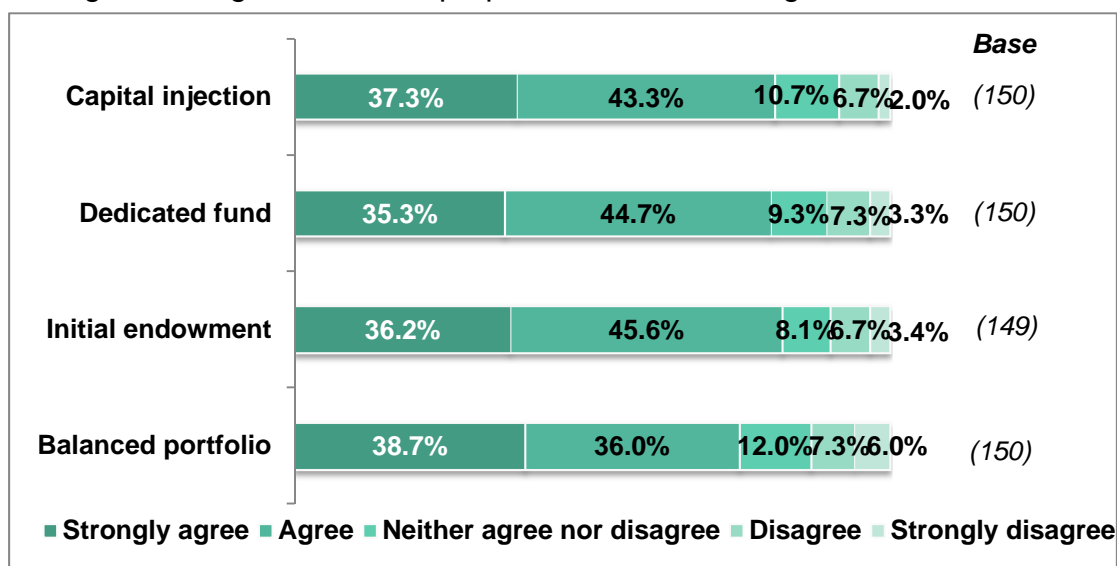


Figure 2.5 shows that there was broad agreement with the proposed arrangements (at least 75% - 82% agree and at most 13% disagree) with weakest support for balanced portfolio (75% agree and 13% disagree).

2.3.6 Land allocation for the HFA

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

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

Figure 2.6 Agreement with proposed land allocation basis

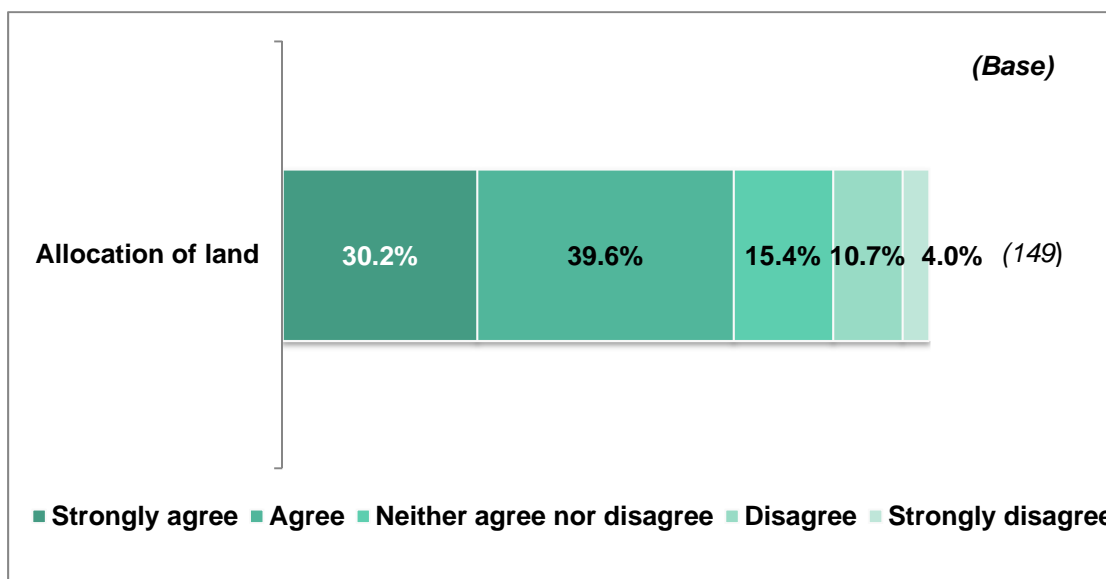


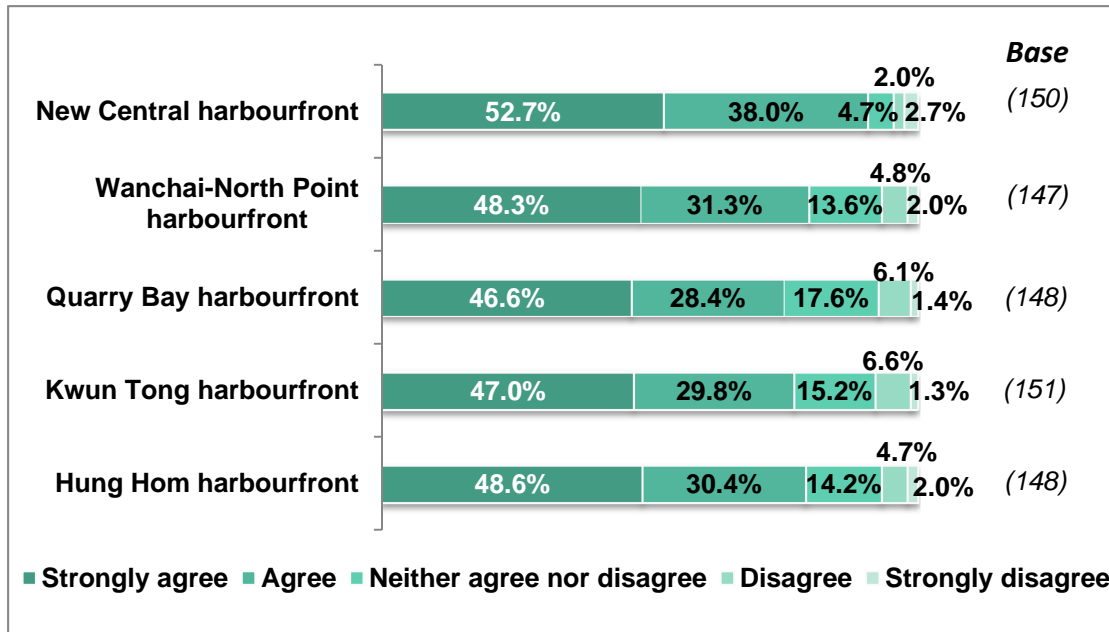
Figure 2.6 shows the majority agreed with this principle (70% agree and 15% disagree).

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

- a) New Central harbourfront
- b) Wanchai-North Point harbourfront
- c) Quarry Bay harbourfront
- d) Kwun Tong harbourfront
- e) Hung Hom harbourfront

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

Figure 2.7 Agreement with specific site allocation



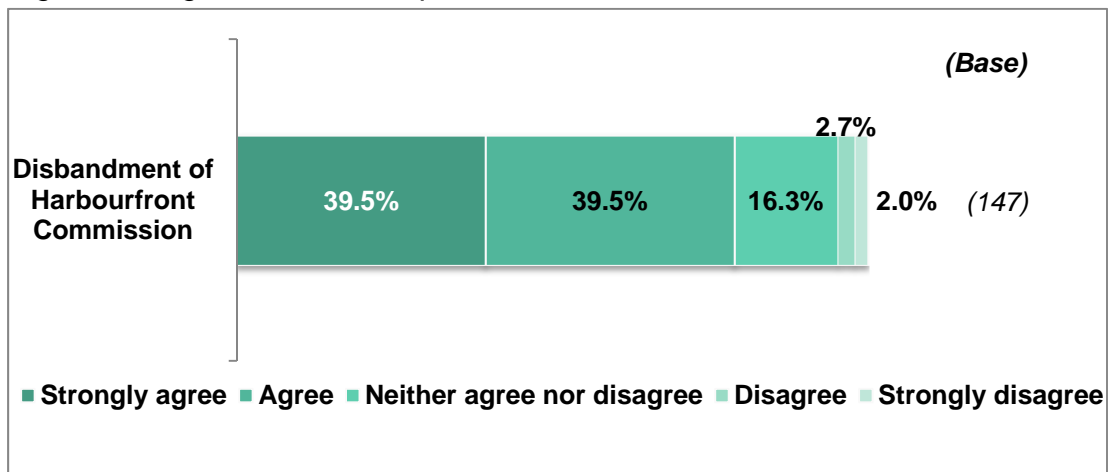
2.3.7 The HFA to replace HC

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

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

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

Figure 2.8 Agreement with replacement of HC

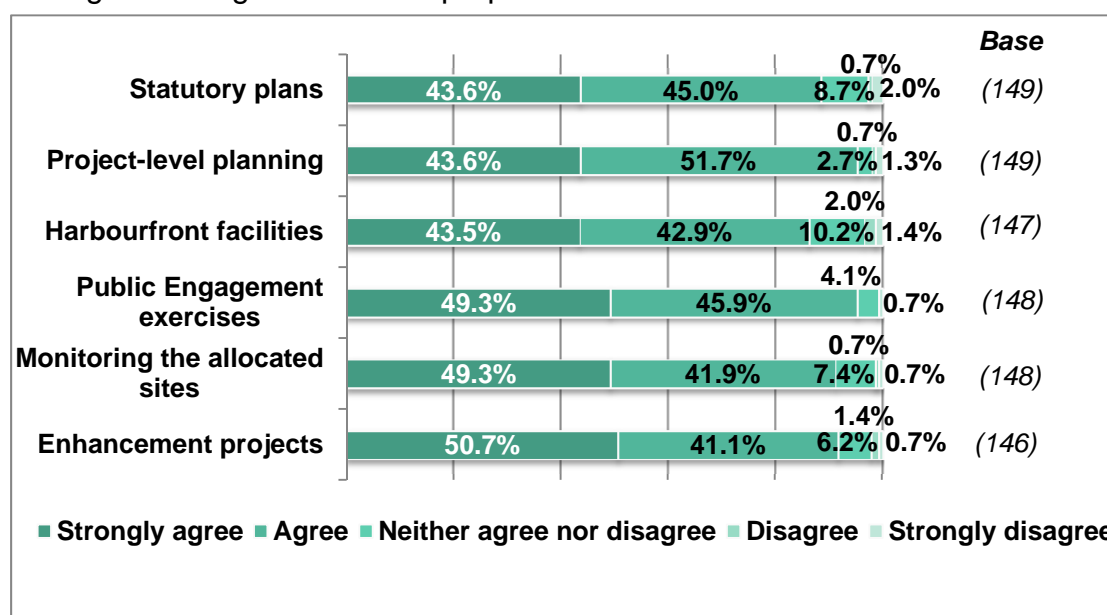


2.3.8 Executive functions of the HFA

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

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

Figure 2.9 Agreement with proposed executive functions



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

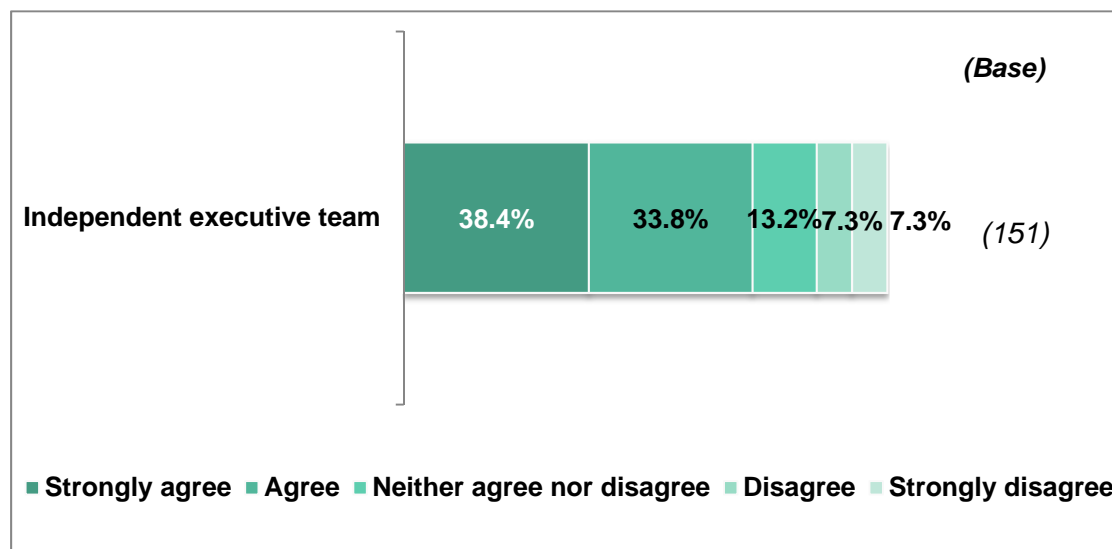
2.3.9 Executive team for the HFA

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

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

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

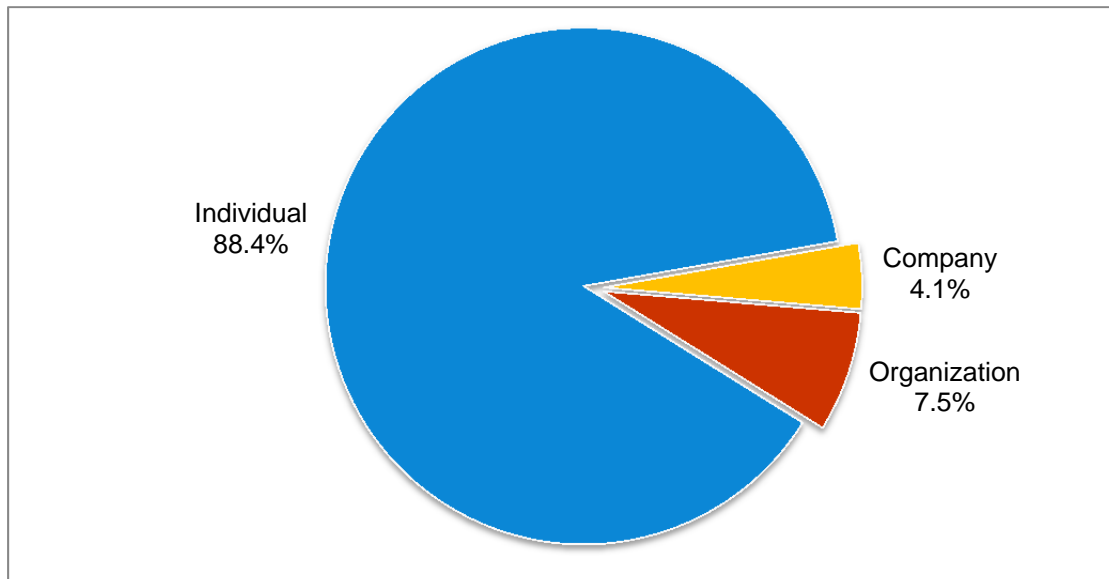
Figure 2.10 Agreement with independent executive team



2.3.10 Identity & Demographics

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

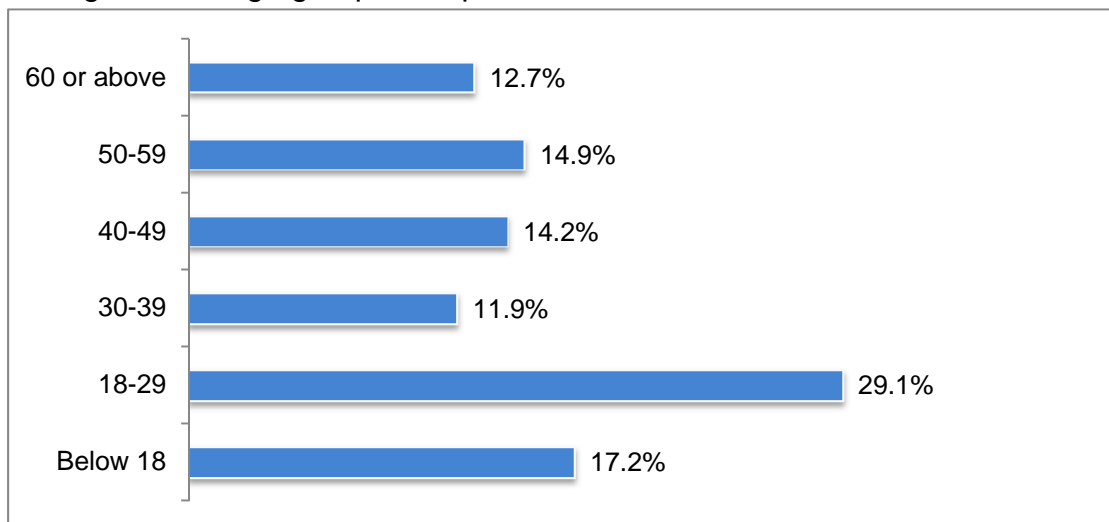
Figure 2.11 Identity of respondents



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

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

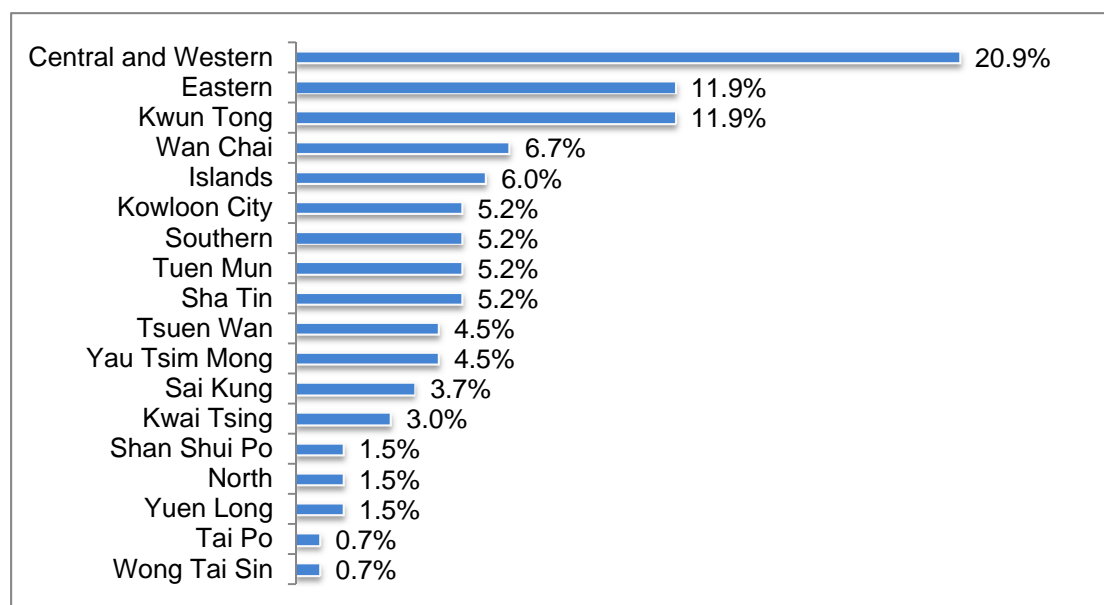
Figure 2.12 Age group of respondents



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

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

Figure 2.13 Living district of respondents



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

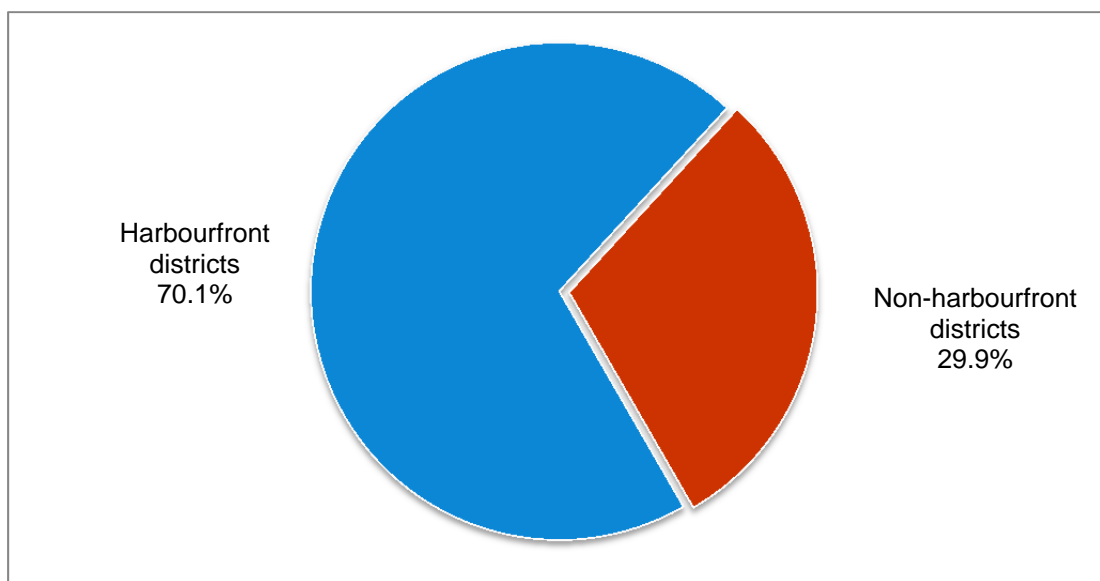
Figure 2.14 shows that 70% of the individual respondents were living in the following nine harbourfront districts:

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

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

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

Figure 2.14 Harbourfront District of respondents



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

2.4 Differences across respondent characteristics

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

2.4.1 Differences by identity

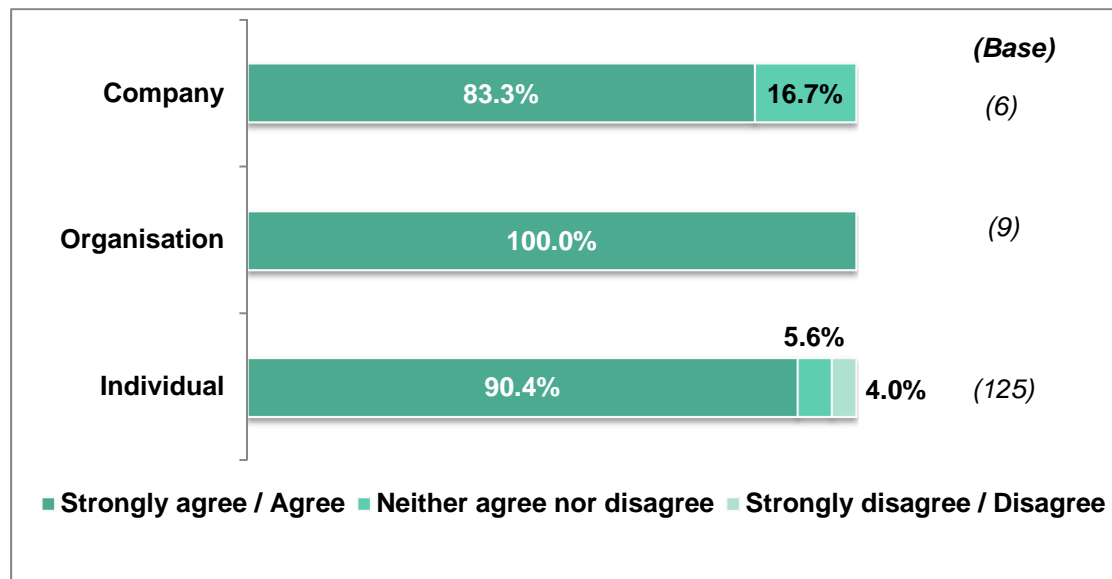
There were many questions for which responses from individual respondents, company respondents and organization respondents were quite distinct.

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

⁴ 16% was used as the conservative 95% confidence interval for the difference between 2 samples of 75 responses is +/-16%

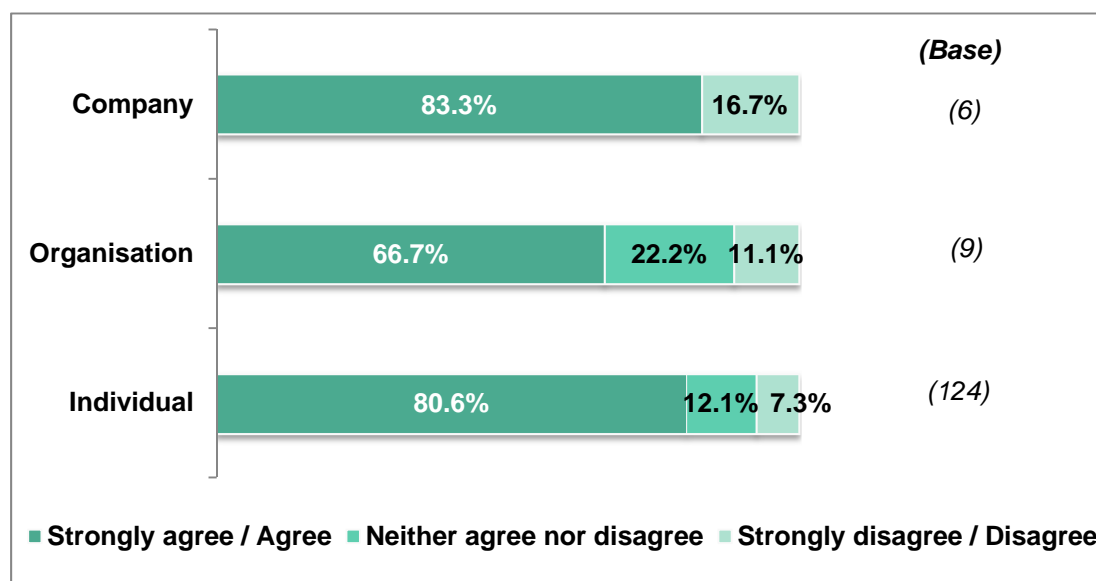
respondents agreed.

Figure 2.15 Public Open Space agreement by Identity



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

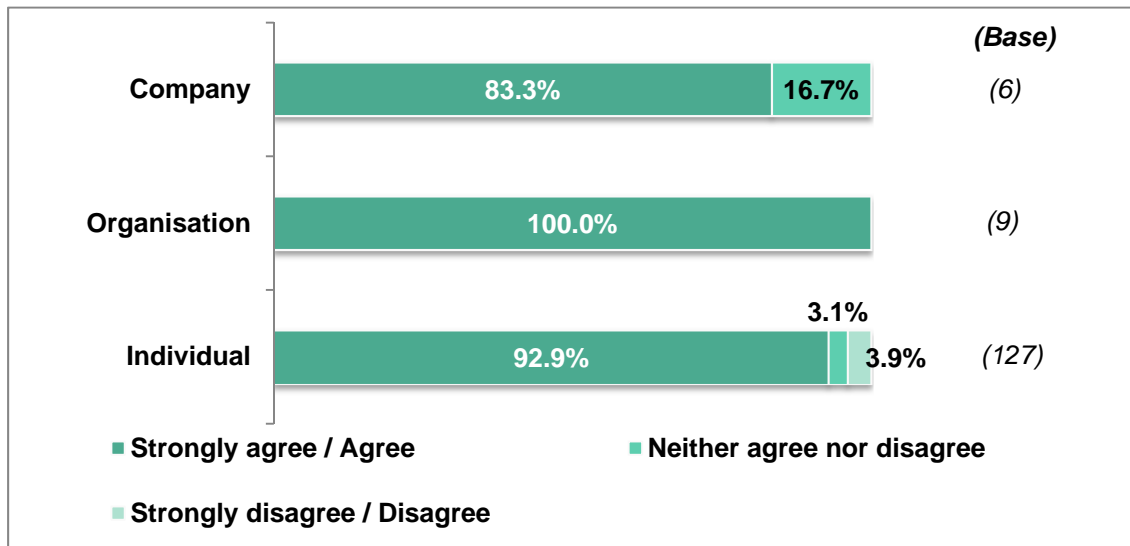
Figure 2.16 Balance agreement by Identity



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

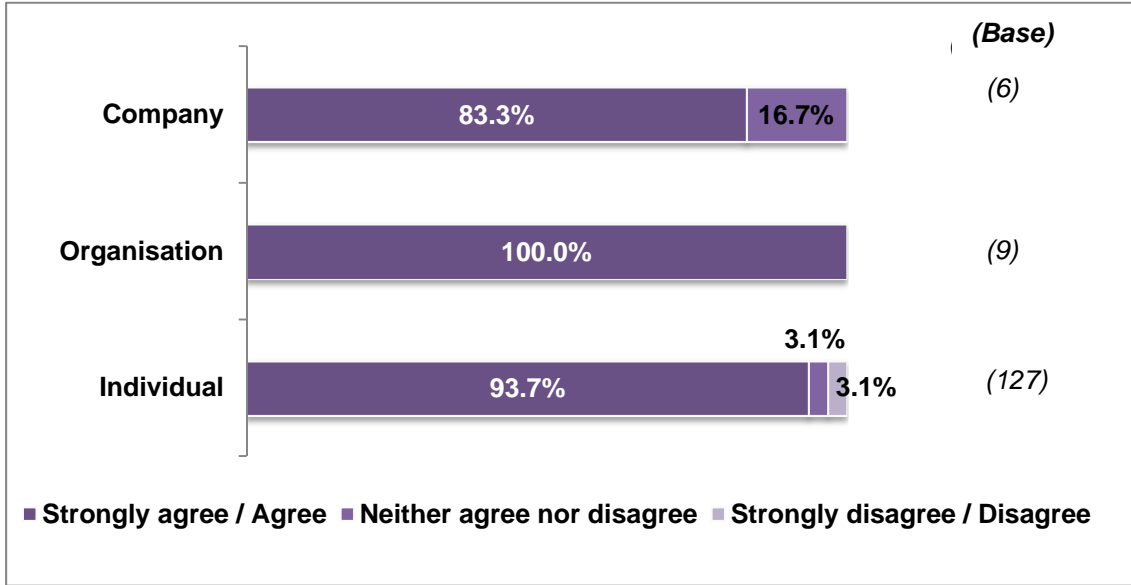
development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA”, Figure 2.17 shows that while all organisation respondents agreed, 93% of Individual respondents agreed (4% disagreed) and 83% of company respondents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

Figure 2.17 Public Engagement by Identity



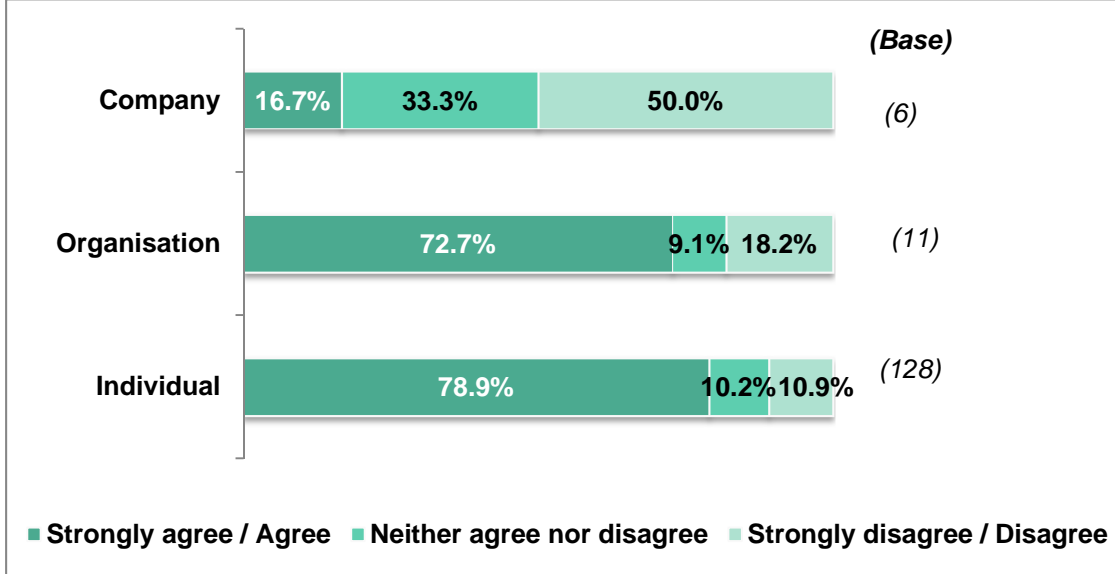
For the objective, “should promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management”, Figure 2.18 shows that while all organisation respondents agreed, 94% of Individual respondents agreed (3% disagreed) and 83%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

Figure 2.18 Sharing & Inclusion by Identity



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

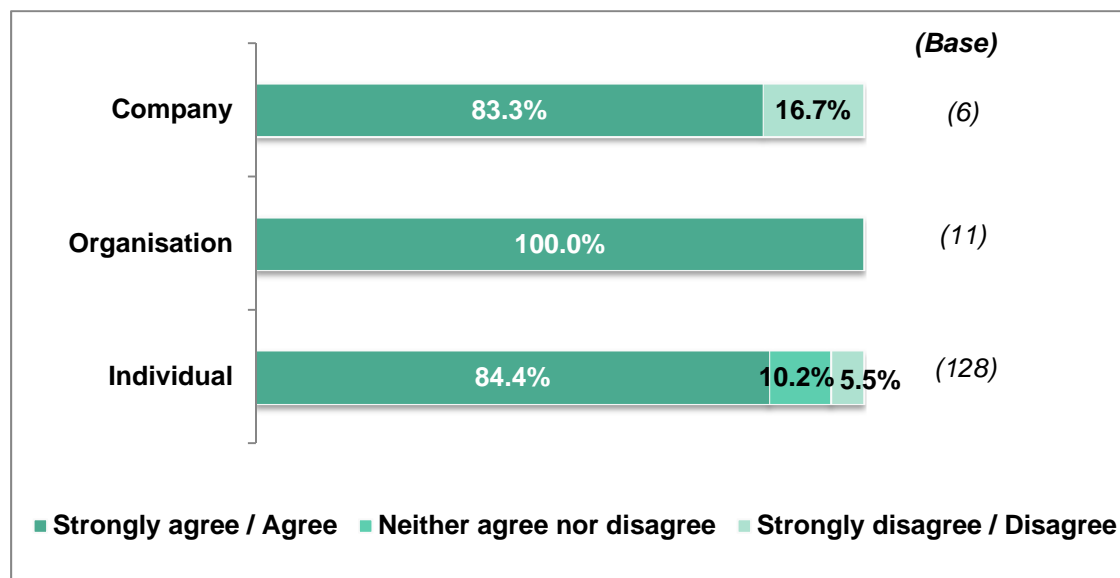
Figure 2.19 Board membership by Identity



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

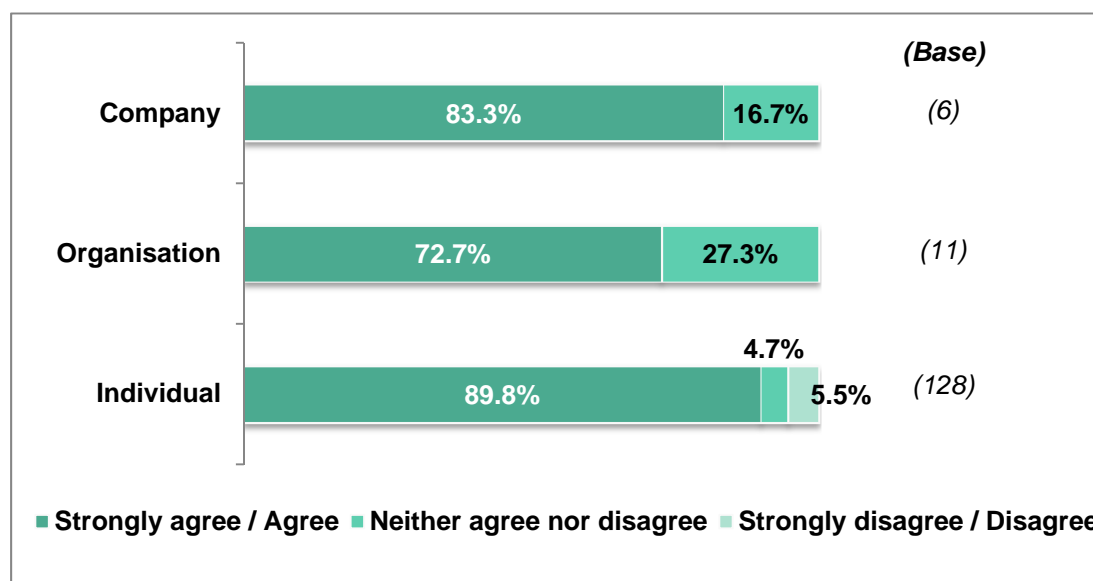
only 84% of individual respondents and 83% of company respondents agreed.

Figure 2.20 Committees by Identity



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

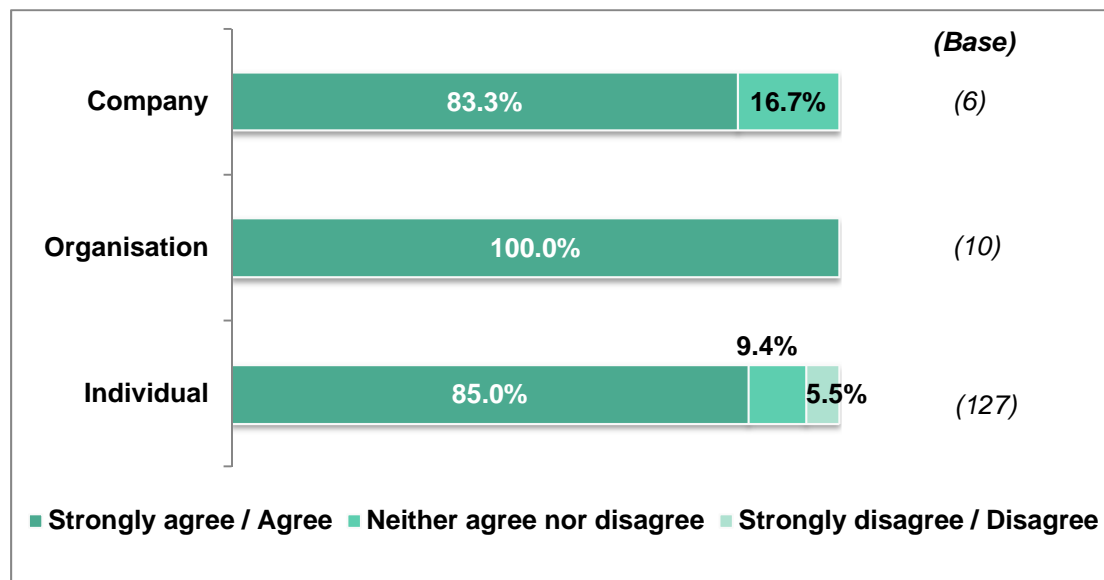
Figure 2.21 Board membership by Identity



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

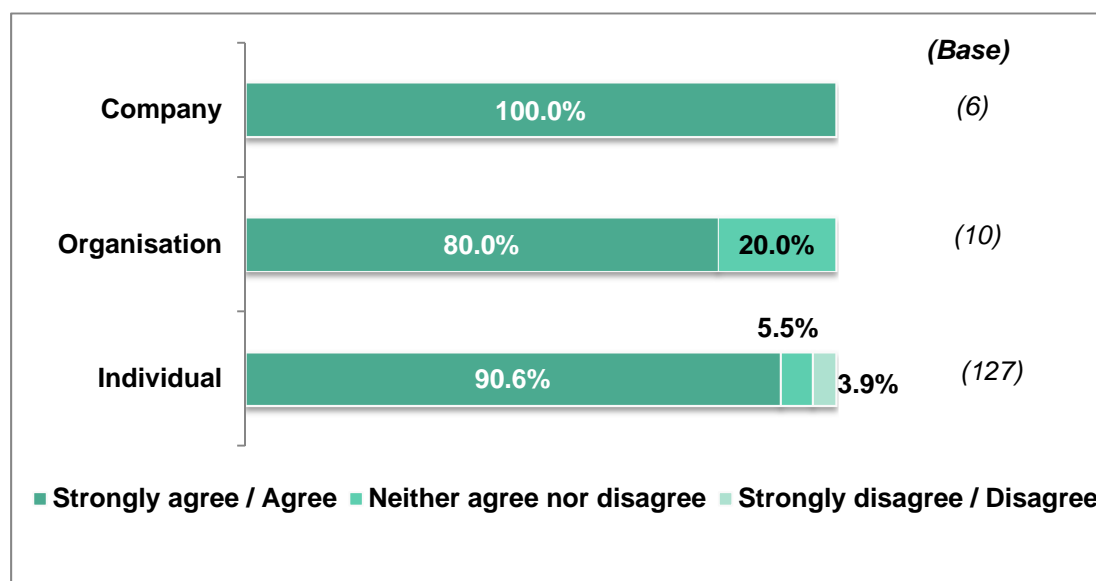
by the Government.”, Figure 2.22 shows that while all organisation respondents agreed, 85% of Individual respondents agreed (5% disagreed) and 83% of company respondents agreed.

Figure 2.22 Approved plans by Identity



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

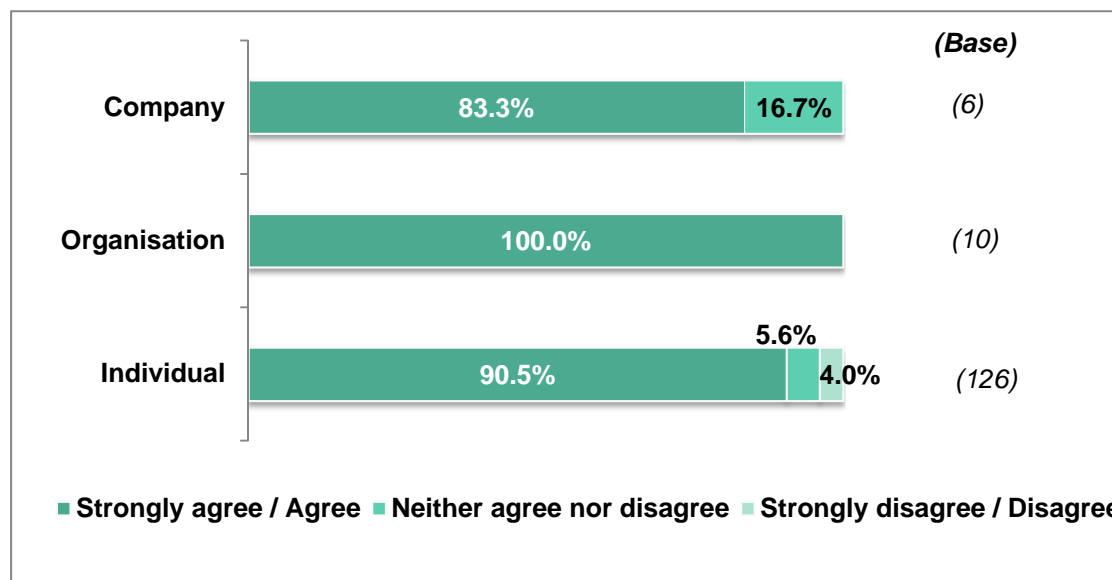
Figure 2.23 LegCo meetings by Identity



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

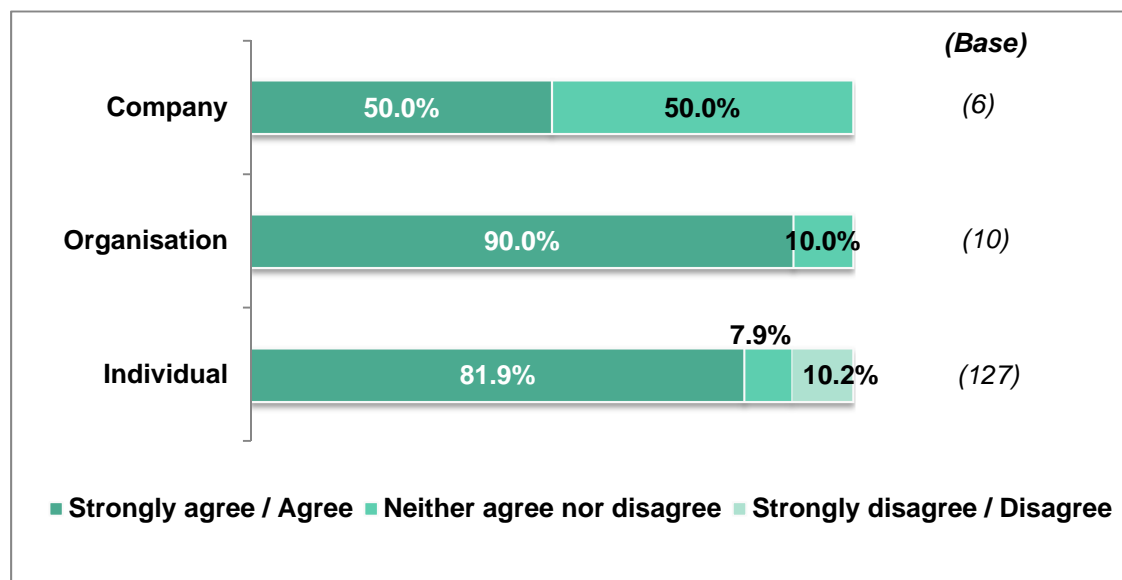
staff and finance, planning, marketing; and set up a consultation panel to collect public views”, Figure 2.24 shows that while all organisation respondents agreed, 91% of Individual respondents agreed (4% disagreed) and 83% of company respondents agreed.

Figure 2.24 Establish committees by Identity



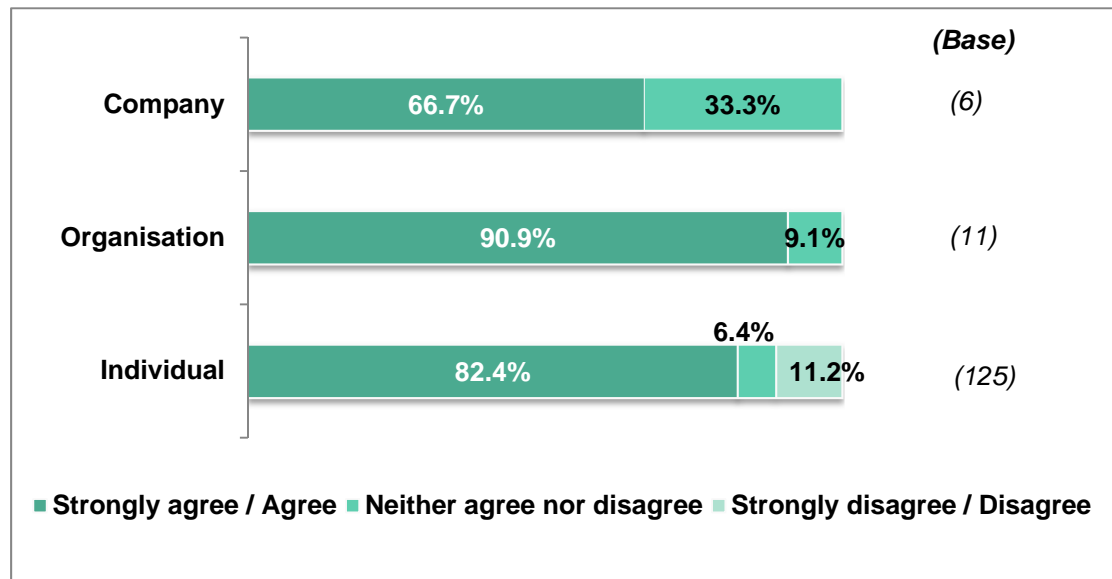
For the statement, “Capital injection and land allocated by the Government at nominal or reduced premium”, Figure 2.25 shows that while 90% of organisation respondents agreed and 82% of individual respondents agreed (10% disagreed), while only 50% of company respondents agreed.

Figure 2.25 Capital and Land by Identity



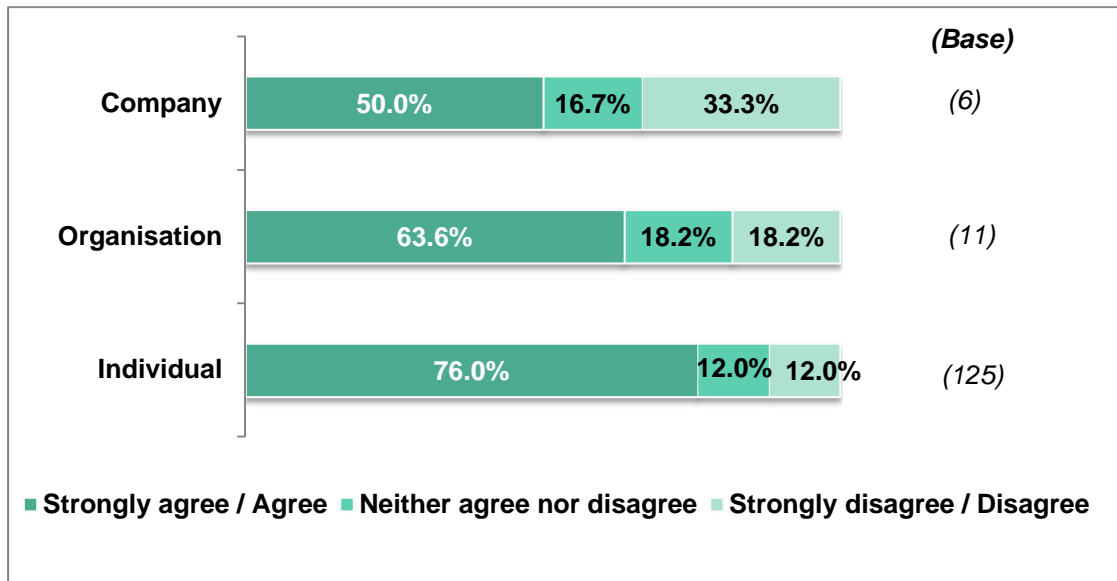
For the statement, “To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects”, Figure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

Figure 2.26 Dedicated fund by Identity



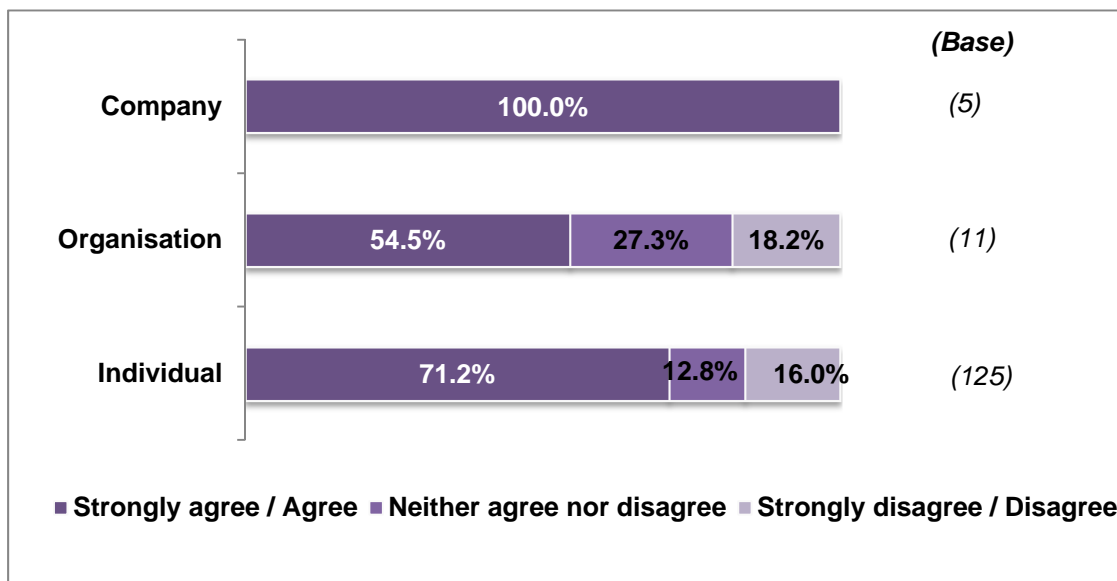
For the statement, “Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term”, Figure 2.27 shows that while 64% of organisation respondents agreed (18% disagreed) and 76% of individual respondents agreed (12% disagreed), only 50% of company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

Figure 2.27 Balanced portfolio by Identity



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

Figure 2.28 Modest initial allocation by Identity



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

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

Figure 2.29 New Central harbourfront by identity

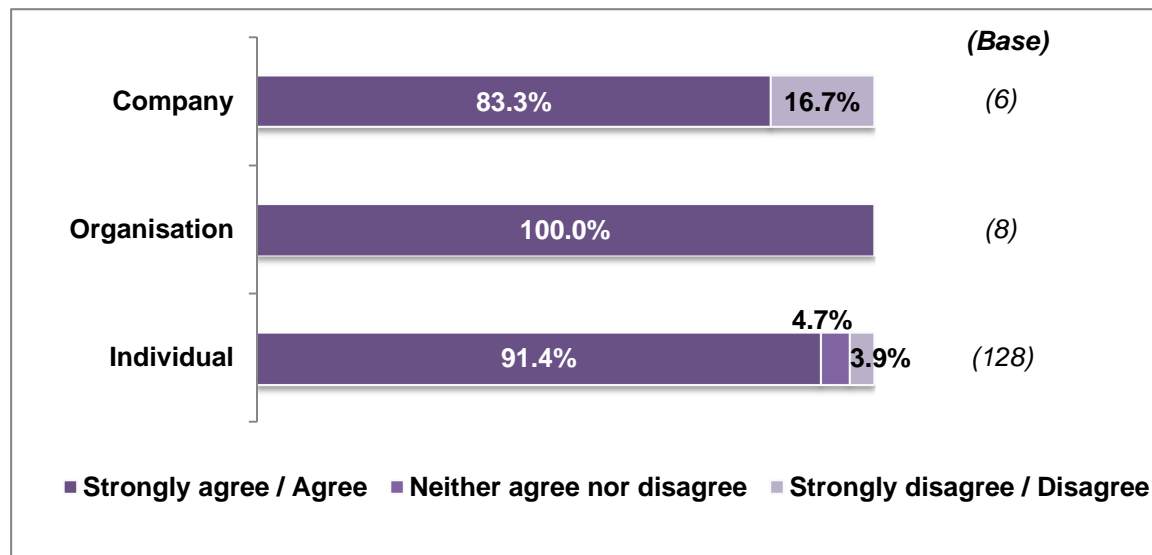


Figure 2.30 Wanchai-North Point harbourfront by identity

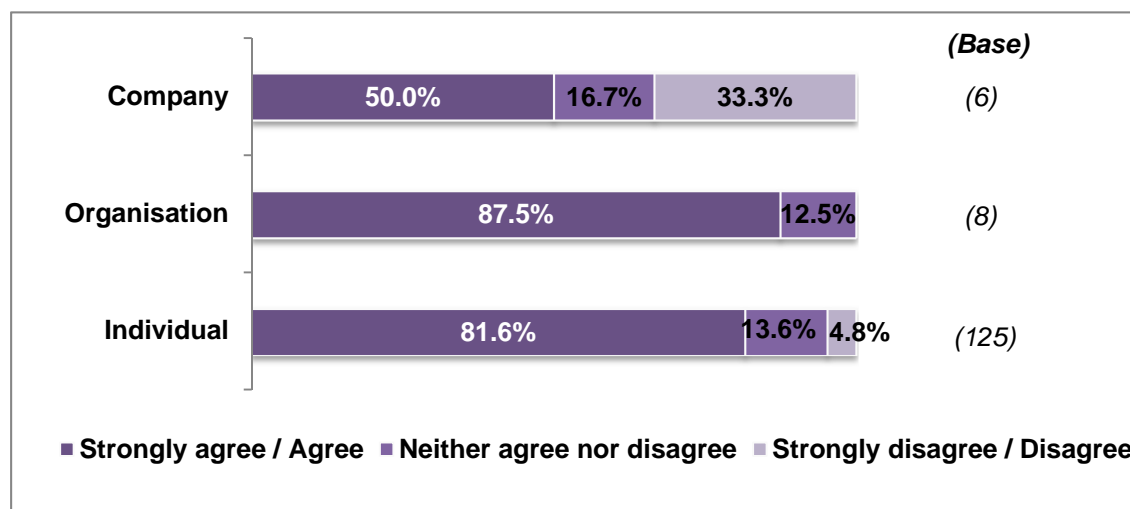


Figure 2.31 Quarry Bay harbourfront by identity

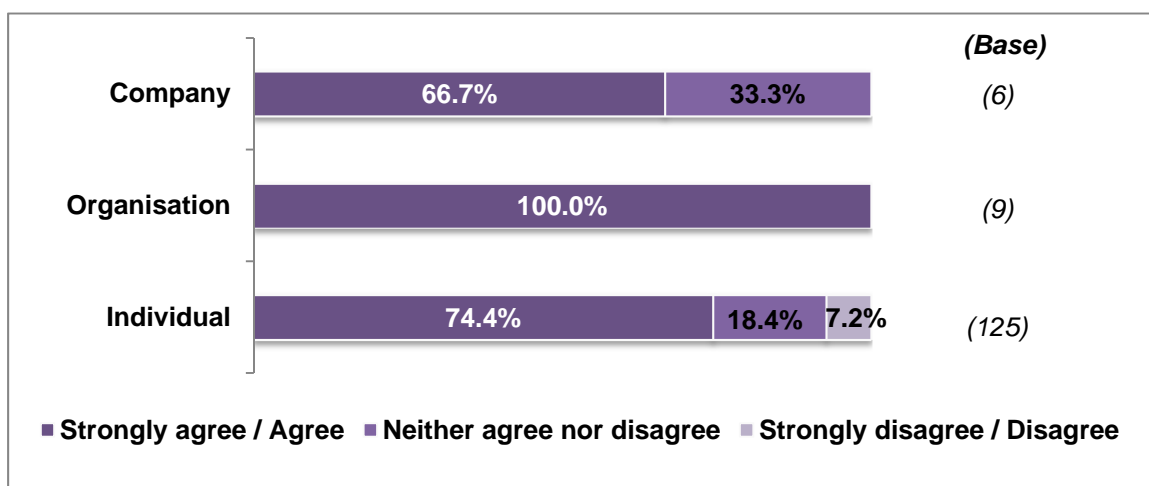


Figure 2.32 Kwun Tong harbourfront by identity

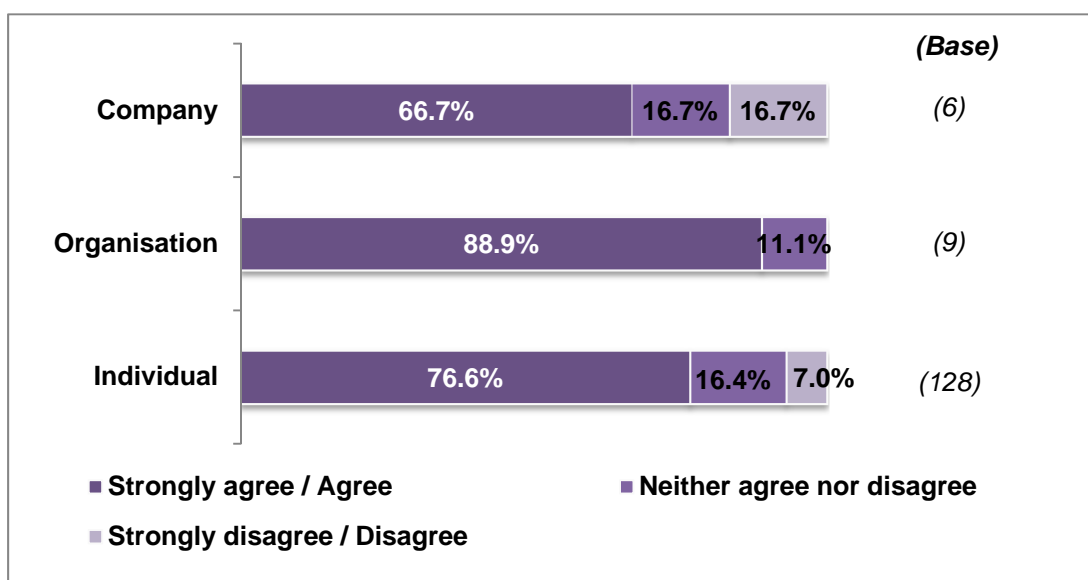
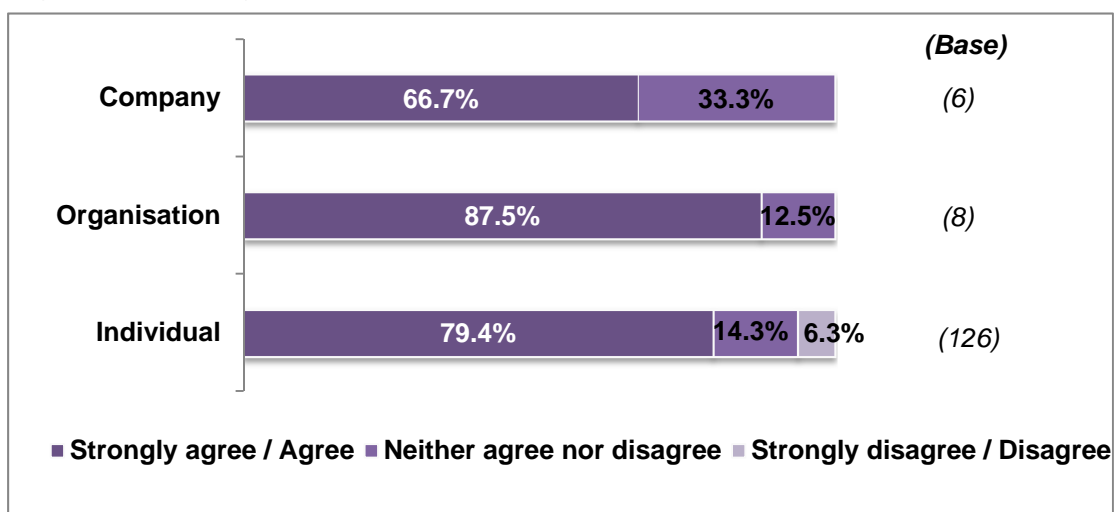
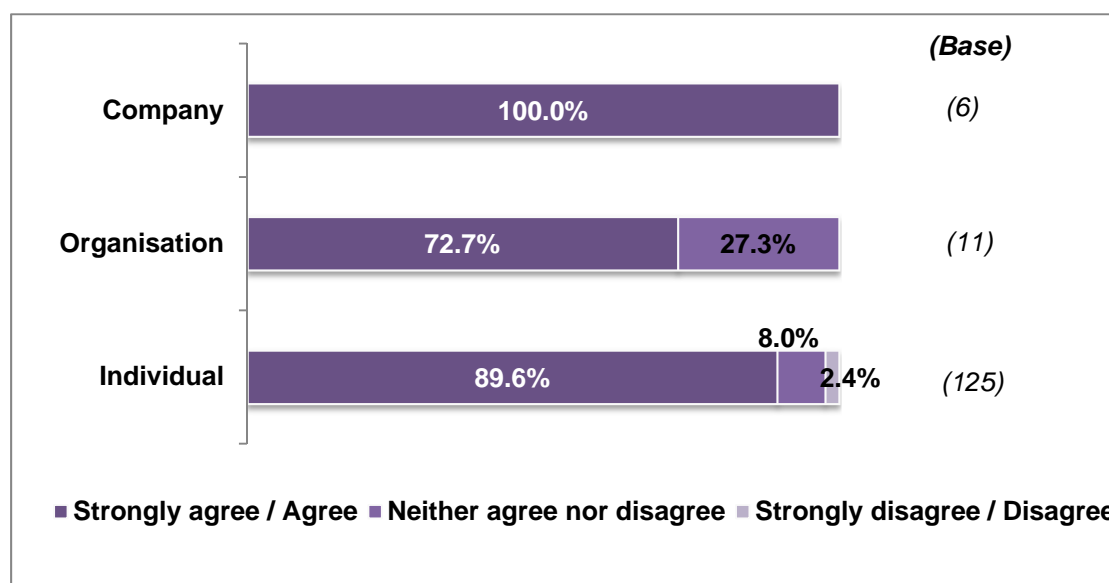


Figure 2.33 Hung Hom harbourfront



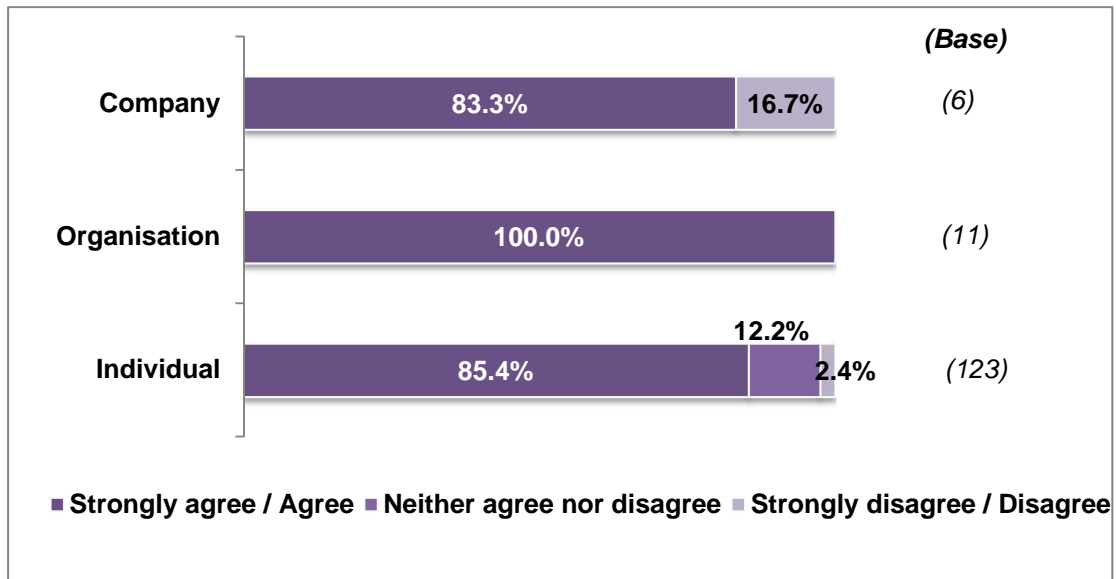
For the statement, “Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments”, Figure 2.34 shows that while all company respondents agreed, 90% of Individual respondents agreed (2% disagreed) and 73% of organisation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

Figure 2.34 Plan/design/operate by Identity



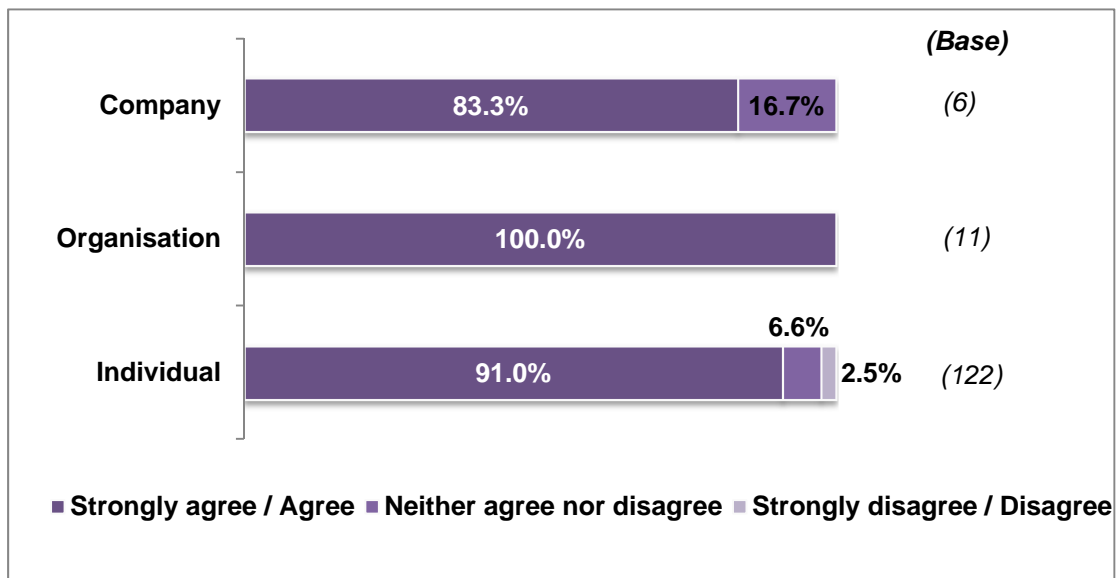
For the statement, “Design, construct, operate, and manage harbourfront facilities at the allocated sites”, Figure 2.35 shows that while all company respondents agreed, 85% of individual respondents agreed (2% disagreed) and 100% of organisation respondents agreed.

Figure 2.35 Manage by Identity



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

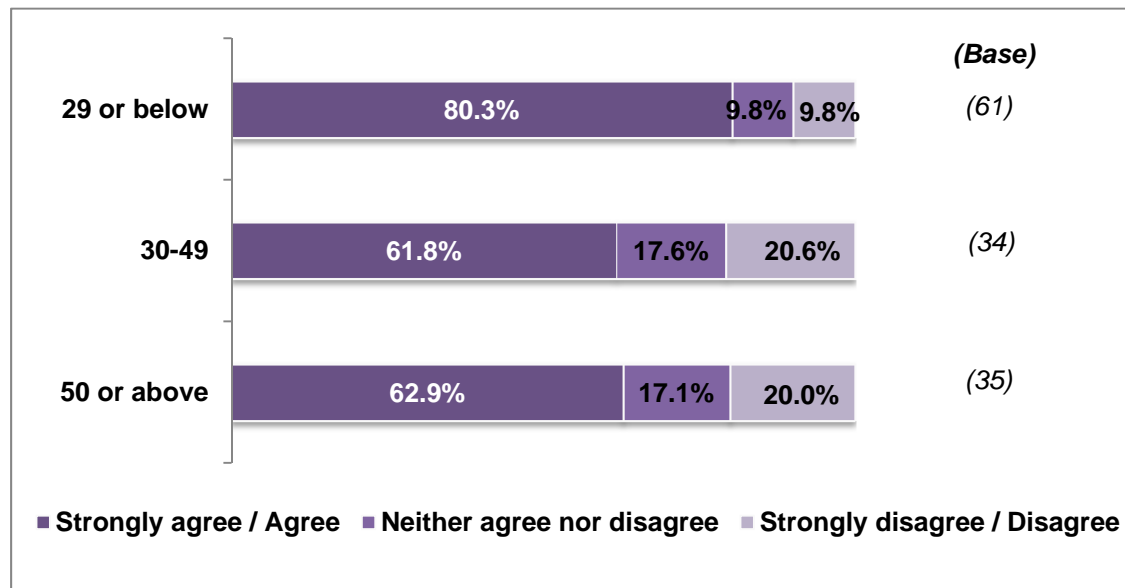
Figure 2.36 Quick win by Identity



2.4.2 Differences by age group

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

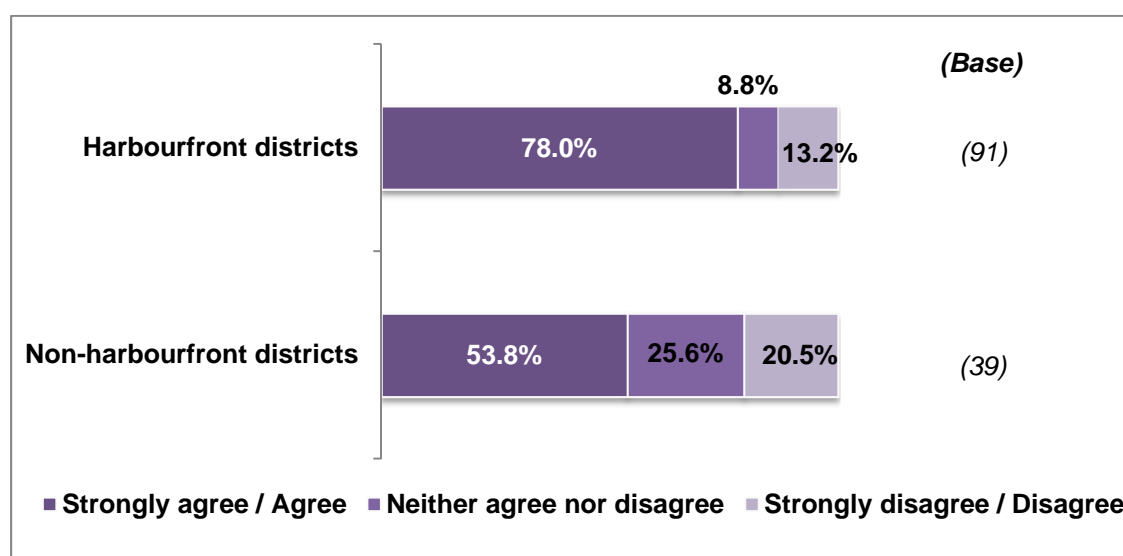
Figure 2.37 Initial land allocation by Age group



2.4.3 Differences by residence in harbourfront district

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

Figure 2.38 Initial land allocation by District



2.5 Conclusion for quantitative analysis

Identity & Demographics

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

Objectives of the HFA

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

Membership of the HFA

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

Statutory Governance & Management Functions of the HFA

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

Accountability measures for the HFA

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

Financial arrangements for the HFA

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

Land allocation for the HFA

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

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

HFA to replace HC

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

Executive functions of the HFA

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

Executive team for the HFA

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

Overall Agreement with the objectives and proposals

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

Chapter 3: Results of the Qualitative Analysis

3.1 Introduction

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

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

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

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

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

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

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

through a single channel.

3.2 Objectives of the HFA

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

Table 3.1: Comments about Objectives of HFA by Channel

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

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

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

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

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

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

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

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

3.3 Composition of HFA Board & Committees

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

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

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

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

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

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

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

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

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

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

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

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

3.4 Governance and Management of the HFA

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

Table 3.3: Comments on Governance and management by Channel

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

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

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

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

3.5 Public accountability of the HFA

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

Table 3.4: Comments on Public Accountability of HFA by Channel

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

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

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

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

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

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

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

3.6 Financial Arrangements of the HFA

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

Table 3.5: Comments on Financial Arrangements of HFA by Channel

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

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

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

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

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

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

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

3.7 Land and the HFA

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

Table 3.6: Comments on Land and the HFA by Channel

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

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

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

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

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

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

3.8 Site allocation to the HFA

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

Table 3.7: Comments on Site Allocation to HFA by Channel

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

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

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

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

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

3.9 Advisory and advocacy function and the HFA

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

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

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

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

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

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

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

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

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

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

3.10 Executive function and the HFA

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

Table 3.9: Comments on Executive function and HFA by Channel

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

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

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

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

3.11 Executive team formation and the HFA

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

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

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

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

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

3.12 Role and Nature of the HFA

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

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

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

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

3.13 Public Engagement Process

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

Table 3.12: Comments on Public Engagement Process by Channel

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

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

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

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

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

3.14 Definition of Victoria Harbourfront

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

Table 3.13: Comments on Definition of Victoria Harbourfront by Channel

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

3.15 Whether support establishment of the HFA

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

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

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

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

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

3.16 Other expectations for future harbourfront

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

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

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

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

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

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

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

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

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

3.17 Other miscellaneous opinions

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

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

Table 3.16: Comments on Other Miscellaneous opinions by Channel

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

3.18 Conclusion for qualitative analysis

Objectives of the HFA:

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

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

Composition of HFA Board & Committees:

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

Governance and Management of HFA:

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

Public accountability of HFA:

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

Financial Arrangements of HFA:

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

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

Land and the HFA:

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

Site allocation to the HFA:

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

Advisory and advocacy function and HFA:

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

Geographical remit of the HFA:

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

Executive Function and the HFA

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

Executive team formation and HFA:

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

Role and Nature of HFA:

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

Public Engagement Process:

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

Whether support establishment of HFA:

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

Other expectations for future harbourfront:

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

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

Other miscellaneous opinions:

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

Chapter 4: Overall summary for qualitative and quantitative analysis

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

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

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

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

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

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

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

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

Annex A List of public fora

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

Table A List of public fora

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

Annex B List of public consultative platforms

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

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

Item	Date	Details
1	25 Nov 2014	Panel on Development of Legislative Council meeting

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

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

Annex C List of events

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

Table C.1 List of events attended by SSRC

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

Table C.2 List of event not attended by SSRC

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

Annex D List of written submission

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

Table D.1 List of written submission

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

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

Annex E List of media

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

Table E.1 List of printed media

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

Annex F List of online media

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

Table F.1 List of government forums

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

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

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

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

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

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

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

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

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

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

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

Table F.6 List of online news article

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

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

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

A.01. Objectives of HFA

A.1.1. Key objectives proposed in consultation documents

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

A.1.1.1.1. Comments in favour of the objective

A.1.1.1.2. Comments opposed to the objective

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

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

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

A.1.1.2.1. Comments in favour of the objective

A.1.1.2.2. Comments opposed to the objective

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

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

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

A.1.1.3.1. Comments in favour of the objective

A.1.1.3.2. Comments opposed to the objective

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

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

A.1.1.4.1. Comments in favour of the objective

A.1.1.4.2. Comments opposed to the objective

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

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

A.1.1.5.1. Comments in favour of the objective

A.1.1.5.2. Comments opposed to the objective

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

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

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

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

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

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

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

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

A.1.1.6.1. Comments in favour of the objective

A.1.1.6.2. Comments opposed to the objective

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

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

A.1.1.7.1. Comments in favour of the objective

A.1.1.7.2. Comments opposed to the objective

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

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

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

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

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

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

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

A.1.2.2. Objectives HFA should NOT aim at

A.1.2.2.1. HFA should NOT aim at developing property

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

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

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

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

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

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

A.02. Composition of HFA Board and Committees

A.2.1. Board Composition proposed in consultation documents

A.2.1.1. Broad-based representation (Q2a)

A.2.1.1.1. Comments in favour of the composition method

A.2.1.1.2. Comments opposed to the composition method

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

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

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

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

A.2.1.2.1. Comments in favour of the composition method

A.2.1.2.2. Comments opposed to the composition method

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

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

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

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

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

A.2.1.3.1. Comments in favour of the composition method

A.2.1.3.2. Comments opposed to the composition method

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

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

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

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

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

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

A.2.1.4.1. Comments in favour of the composition method

A.2.1.4.2. Comments opposed to the composition method

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

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

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

A.2.1.5.1. Comments in favour of the composition method

A.2.1.5.2. Comments opposed to the composition method

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

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

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

A.2.1.6.1. Comments in favour of the composition method

A.2.1.6.2. Comments opposed to the composition method

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

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

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

A.2.1.7.1. Comments in favour of the composition method

A.2.1.7.2. Comments opposed to the composition method

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

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

A.2.1.8.1. Comments in favour of the composition method

A.2.1.8.2. Comments opposed to the composition method

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

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

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

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

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

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

A.2.2. Committee Composition proposed in consultation documents

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

A.2.2.1.1. Comments in favour of the composition method

A.2.2.1.2. Comments opposed to the composition method

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

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

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

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

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

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

A.2.3. Other comments or concerns on board composition

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

A.2.3.1.01. Sectors and Industries

A.2.3.1.1.1. Representatives from commercial sector

A.2.3.1.1.2. Representatives from tourism industry

A.2.3.1.1.3. Representatives from industrial sector

A.2.3.1.1.4. Representatives from the real estate development industry

A.2.3.1.1.5. Representatives from maritime industry

A.2.3.1.02. Local communities near the harbourfronts

A.2.3.1.03. General public

A.2.3.1.04. NGOs

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

A.03. Governance and management

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

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

A.3.1.1.2. Comments opposed to the function

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

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

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

A.3.1.2.1. Comments in favour of the function

A.3.1.2.2. Comments opposed to the function

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

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

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

A.3.1.3. Implement public accountability measures (Q3c)

A.3.1.3.1. Comments in favour of the function

A.3.1.3.2. Comments opposed to the function

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

A.3.1.4. Manage resources and finances (Q3d)

A.3.1.4.1. Comments in favour of the function

A.3.1.4.2. Comments opposed to the function

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

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

A.3.1.5.1. Comments in favour of the function

A.3.1.5.2. Comments opposed to the function

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

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

A.3.2.1. Power and Authority

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

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

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

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

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

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

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

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

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

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

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

A.04. Public Accountability

A.4.1. Comments on proposed public accountability measures

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

A.4.1.1.1. Comments in favour of the measure

A.4.1.1.2. Comments opposed to the measure

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

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

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

A.4.1.2.1. Comments in favour of the measure

A.4.1.2.2. Comments opposed to the measure

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

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

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

A.4.1.3.1. Comments in favour of the measure

A.4.1.3.2. Comments opposed to the measure

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

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

A.4.1.4.1. Comments in favour of the measure

A.4.1.4.2. Comments opposed to the measure

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

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

A.4.1.5.1. Comments in favour of the measure

A.4.1.5.2. Comments opposed to the measure

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

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

A.4.1.06. Open meetings where appropriate (Q4f)

A.4.1.6.1. Comments in favour of the measure

A.4.1.6.2. Comments opposed to the measure

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

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

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

A.4.1.7.1. Comments in favour of the measure

A.4.1.7.2. Comments opposed to the measure

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

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

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

A.4.1.8.1. Comments in favour of the measure

A.4.1.8.2. Comments opposed to the measure

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

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

A.4.1.9.1. Comments in favour of the measure

A.4.1.9.2. Comments opposed to the measure

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

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

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

A.4.1.10.1. Comments in favour of the measure

A.4.1.10.2. Comments opposed to the measure

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

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

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

A.4.2.1.1. HFA should not become an independent empire

A.4.2.1.2. HFA should not become a white elephant

A.4.2.1.3. HFA should not become a private organization

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

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

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

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

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

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

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

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

A.05. Financial Arrangement

A.5.1. Financial arrangement mentioned in the consultation documents

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

A.5.1.1.1. Comments in favour of the approach

A.5.1.1.2. Comments opposed to the approach

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

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

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

A.5.1.2.1. Comments in favour of the approach

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

A.5.1.5.1. Comments in favour of the approach

A.5.1.5.2. Comments opposed to the approach

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

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

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

A.5.2. Other comments or concerns on financial arrangement

A.5.2.1. The government should financially support HFA

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

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

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

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

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

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

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

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

A.06. Land Matters

A.6.1. Land matters mentioned in the consultation documents

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

A.6.1.1.1. Comments in favour of the approach

A.6.1.1.2. Comments opposed to the approach

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

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

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

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

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

A.6.1.2.1. Comments in favour of the approach

A.6.1.2.2. Comments opposed to the approach

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

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

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

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

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

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

A.6.1.3.1. Comments in favour of the approach

A.6.1.3.2. Comments opposed to the approach

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

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

Merged into A.5.1.4. due to similarity

A.6.2. Other comments or concerns on land matters

A.6.2.1. Criteria for site allocation

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

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

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

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

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

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

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

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

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

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

A.07. Sites to be allocated to HFA

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

A.7.1.1. New Central Harbourfront (Q7a)

A.7.1.1.1. Comments in favour of the selection

A.7.1.1.2. Comments opposed to the selection

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

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

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

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

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

A.7.1.2. Wanchai Harbourfront (Q7b)

A.7.1.2.1. Comments in favour of the selection

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

A.7.1.6.1. Comments in favour of the selection

A.7.1.6.2. Comments opposed to the selection

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

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

A.7.2. Other possible sites suggested by respondents

A.7.2.01. Western Hong Kong Island waterfront

A.7.2.02. Tsing Yi waterfront

A.7.2.03. Tsim Sha Tsui waterfront

A.7.2.04. To Kwa Wan waterfront

A.7.2.05. Yau Ma Tei Typhoon Shelter waterfront

A.7.2.06. Tsuen Wan waterfront

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

A.7.2.08. Kai Tak waterfront

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

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

A.7.2.11. West Kowloon waterfront

A.7.2.12. Sun Yat San Memorial Park waterfront

A.7.2.13. Western Food Wholesale Market waterfront

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

A.7.2.15. Sham Shui Po waterfront

A.7.2.16. Harbourfront areas near existing ferry piers

A.08. Advisory and advocacy function

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

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

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

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

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

A.8.2.1.1. Comments in favour of the function

A.8.2.1.2. Comments opposed to the function

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

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

A.8.2.2.1. Comments in favour of the function

A.8.2.2.2. Comments opposed to the function

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

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

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

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

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

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

A.8.2.3.1. Comments in favour of the function

A.8.2.3.2. Comments opposed to the function

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

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

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

A.8.2.4.1. Comments in favour of the function

A.8.2.4.2. Comments opposed to the function

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

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

A.8.2.5.1. Comments in favour of the function

A.8.2.5.2. Comments opposed to the function

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

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

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

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

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

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

A.8.2.6.1. Comments in favour of the function

A.8.2.6.2. Comments opposed to the function

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

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

A.8.3.1. Comments in favour of the remit

A.8.3.2. Comments opposed to the remit

A.8.3.2.1. The remit should be extended

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

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

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

A.8.3.2.2. The remit should be reduced

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

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

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

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

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

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

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

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

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

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

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

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

A.09. Executive function

A.9.1. Executive functions proposed in consultation documents

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

A.9.1.1.1. Comments in favour of the function

A.9.1.1.2. Comments opposed to the function

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

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

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

A.9.1.2.1. Comments in favour of the function

A.9.1.2.2. Comments opposed to the function

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

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

A.9.1.3.1. Comments in favour of the function

A.9.1.3.2. Comments opposed to the function

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

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

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

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

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

A.9.1.4.1. Comments in favour of the function

A.9.1.4.2. Comments opposed to the function

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

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

A.9.1.5.1. Comments in favour of the function

A.9.1.5.2. Comments opposed to the function

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

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

A.9.1.6.1. Comments in favour of the function

A.9.1.6.2. Comments opposed to the function

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

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

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

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

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

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

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

A.9.3. Other comments or concerns on execution function

A.9.3.1. Site Management Policy

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

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

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

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

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

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

A.10. Formation of executive team

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

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

A.10.1.1.1. Comments in favour of the approach

A.10.1.1.2. Comments opposed to the approach

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

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

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

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

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

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

A.10.1.2.1. Comments in favour of the approach

A.10.1.2.2. Comments opposed to the approach

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

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

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

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

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

A.10.2.2. HFA should hire staffs with commercial experience

A.10.2.3. Concerns on possible cronyism when hiring staff

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

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

A.11. Role and Nature of HFA

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

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

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

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

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

A.12. Public Engagement Process

A.12.1. Briefing, Seminar and Public Forum

A.12.1.1. Insufficient equipment or materials

A.12.2. Website

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

A.12.3. Promotion Approach

A.12.3.1. More promotion is needed

A.12.3.2. The promotion is not effective

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

A.12.4.1. General public

A.12.4.2. District Councils

A.12.4.3. Sports communities

A.12.4.4. Foreigners living in Hong Kong

A.12.4.5. Maritime industry

A.12.4.6. Local communities at the harbourfront areas

A.12.5. Consultation Documents

A.12.5.1 Lack of Information

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

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

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

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

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

A.12.5.1.06. Lack of details in financial planning

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

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

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

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

A.12.5.1.11. Lack of details in accountability

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

A.12.5.1.13. Lack of details in environmental protection issues

A.12.5.1.14. Lack of overseas examples

A.12.5.1.15. Lack of details in remit of HFA

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

A.12.5.2. Biased towards commercial operations

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

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

A.12.6. Feedback Questionnaire

A.12.6.1. The questionnaire questions are suggestive

A.12.6.2. The questionnaire contains too many questions

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

A.12.6.4. The questionnaire is easy to understand

A.12.6.5. The questionnaire questions are repetitive

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

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

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

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

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

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

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

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

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

A.13. Definition of Victoria Harbourfront

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

A.13.1.1. Comments in favour of the definition

A.13.1.2. Comments opposed to the definition

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

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

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

A.14.1. Whether support the establishment of HFA

A.14.1.1. Support

A.14.1.2. Not support

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

A.14.2.1. Reasons for supporting the establishment of HFA

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

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

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

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

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

A.14.2.1.6. An enhanced harbourfront can improve tourism

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

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

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

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

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

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

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

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

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

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

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

A.15. Other expectations on future harbourfront

A.15.01. Urban Planning and Design

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A.15.02. Suggested new facilities at the harbourfronts

A.15.2.1. Land sports facilities

A.15.2.1.1. Cycling facilities

A.15.2.1.2. Roller skating facilities

A.15.2.1.3. Facilities for riding skateboards or scooters

A.15.2.1.4. Walking, jogging or running facilities

A.15.2.1.5. Playground

A.15.2.2. Water sports and transportation

A.15.2.2.1. Marina

A.15.2.2.2. Water-sports facilities

A.15.2.2.3. Piers

A.15.2.3. Commercial facilities

A.15.2.3.1. Catering facilities

A.15.2.3.2. Small shops

A.15.2.3.3. Entertainment facilities

A.15.2.4. Pet park

A.15.2.5. Information centres and management office

A.15.2.6. Washroom

A.15.03. Environmental issues

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

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

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

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

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

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

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

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

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

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

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

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

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

A.15.04. Strategy of harbourfront development

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

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

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

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

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

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

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

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

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

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

A.15.05. Connectivity

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

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

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

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

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

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

A.15.06. Reclamation and Protection of Harbour Ordinance

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

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

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

A.15.07. Target users of harbourfront

A.15.7.1. Pets should be allowed to enter harbourfronts

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

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

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

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

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

A.15.08. Timetable for harbourfront development

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

A.15.8.2. The harbourfront development should speed up

A.15.09. Safety issues

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

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

A.15.10. Cultural and Arts development

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

A.15.10.2. HFA should conserve heritages at the harbourfronts

A.15.11. Maritime industry development

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

A.16. Other Miscellaneous opinions or concerns

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

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

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

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

A.16.3. General positive comments

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

A.16.4.1. Unintelligent comments

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

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

Annex H: Feedback questionnaire

Phase II Public Engagement Form for the Proposed Establishment of a Harbourfront Authority

擬議成立海濱管理局 - 第二階段公眾參與問卷

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

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

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

如您不願意或無法作答的問題，請把答案留空便可。

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

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

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

請在每題中選取一個合適的選項並把空格或圓圈完全塗黑 (■) 以表達你的意見。

Objectives of the proposed Harbourfront Authority

海濱管理局的目標

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

就擬議成立的海濱管理局的目標，請表示您有多認同以下這些目標：

(a) should protect, preserve and enhance Victoria Harbour, uphold and strengthen its position as the icon of Hong Kong, and nurture the sense of belonging that Hong Kong people have for Victoria Harbour and its harbourfront.

應保護、保存及優化維港；維持並加強其作為香港象徵的地位；以及培養港人對維港及其海濱的歸屬感。

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

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

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

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

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

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

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

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

應促進及加強海濱管理局、政府、非政府機構和私營機構之間的伙伴關係及合作。

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

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

應旨在於經濟利益、社會目標及締造美好環境之間取得平衡。

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

- (f) should promote public engagement at all stages of project development and encourage wider participation of the local community in designing and managing the public open space within the sites allocated to HFA.

應在海濱項目發展的各個階段，推動公眾參與，並鼓勵地區廣泛參與設計及管理在撥予海濱管理局的用地內的公眾休憩空間。

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

- (g) should promote the concept of sharing for public space and create an inclusive and diversified harbourfront with innovative designs and flexible management.

應推廣共享公共空間的理念，並結合創新設計及靈活管理，以締造一個共融和多元化的海濱。

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

Is there any other objective you consider important for the proposed HFA? Please list them out and indicate your reasons.

請問您認為擬議海濱管理局還有沒有其他重要的目標？請列舉出來，並註明您的原因。

If you disagree or strongly disagree with any of the objectives of the proposed HFA listed above, please indicate your reasons and/or concerns.

如果您對擬議海濱管理局的以上列舉的目標有任何不同意或非常不同意的意見，請註明您的原因和/或疑慮。

Functions of the proposed Harbourfront Authority

海濱管理局的職能

Governance and Management Functions

管治和管理職能

2(a). To what extent do you agree that the proposed HFA Board should have broad-based representation, comprising not more than 20 members, with a Chairman and a Vice-Chairman (one being a public official with the other being a non-public official).

擬議海濱管理局的董事局應有廣泛代表性，包括不超過二十名成員，當中包括主席和副主席(其中一位為公職人員，而另一位為非公職人員)，請表示您有多認同這個建議：

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

2(b). To what extent do you agree that HFA should establish committees (such as working groups or task forces) to involve or co-opt members other than the appointed Board members.

就擬議海濱管理局應成立委員會(例如工作小組或專責小組)，讓董事局成員以外的人士亦能參與有關工作，或擔任委員，請表示您有多認同這個建議：

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

3. To what extent do you agree that the proposed HFA should have the following statutory governance and management functions:

就擬議海濱管理局應有的管治和管理職能，請表示您有多認同以下這些職能的建議：

The statutory governance and management functions of the proposed HFA 擬議成立的海濱管理局的管治和管理職能	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Draw up corporate and business plans 擬定業務綱領及計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee the overall development and management of the sites allocated to HFA 監督撥予海濱管理局的用地的整體發展和管理工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement public accountability measures 落實向公眾問責的措施	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the resources and finances 管理資源和財政	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set key performance indicators and evaluate performance of the executives 訂立主要表現指標並評核行政人員的表現	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the governance and management functions of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.

如果您對擬議海濱管理局的管治和管理職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對管治和管理職能所持有的不同意見。

4. To what extent do you agree that the proposed HFA should adopt the following accountability measures currently adopted by similar statutory bodies:

請表示您有多認同擬議海濱管理局應採用現時相若法定機構所採用以下向公眾問責的措施：

The accountability measures of the proposed HFA 擬議成立海濱管理局向公眾問責的措施	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Submit a corporate plan, and a business plan for approval by the Government 提交業務綱領及業務計劃供政府審批	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Submit a statement of accounts, an annual report, and an auditor's report to the Government and LegCo 向政府及立法會提交帳目、年度報告及審計報告	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empower the Director of Audit to examine into the economy, efficiency and effectiveness of HFA in expending resources 授權審計署署長審查海濱管理局在動用資源履行其職能方面的經濟效益、效率及成效	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chairman of the Board and the Head of the executive arm to attend LegCo meetings upon LegCo's request 董事局主席和行政總裁須應立法會要求出席立法會會議	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consult the public on matters relating to the development and management of the harbourfront related facilities 就與海濱設施的發展及管理有關的事宜諮詢公眾	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct Board meetings openly except for confidential or commercially sensitive issues 除討論機密或商業敏感的議題外，董事局會議應公開進行	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The accountability measures of the proposed HFA 擬議成立的向公眾問責的措施	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
All members of the Board and committees to disclose their interest regularly 董事局和委員會所有成員均須定期披露自身的利益關係讓市民查閱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All members of the Board and committees to disclose their interest regularly 董事局和委員會所有成員均須定期披露自身的利益關係讓市民查閱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Include HFA and its committees in Schedule 1 of the Prevention of Bribery Ordinance; 把海濱管理局及其委員會納入《防止賄賂條例》附表1之內	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make HFA accountable to a Principal Official and to empower the Government to give directions in public interest 海濱管理局須向一名政府主要官員負責，並授權政府可在公眾利益方面給予指引	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish committees to deal with such matters as audit, staff and finance, planning, marketing; and set up a consultation panel to collect public views 成立委員會以處理審計、人力資源及財務、規劃及市場推廣等事宜；並成立諮詢會，以便蒐集市民的意見	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the accountability measures of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such measures.

如果您對擬議海濱管理局的公眾問責的措施持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對公眾問責的措施所持有的不同意見。

5. To what extent do you agree with the following financial arrangements for the proposed HFA:
就擬議海濱管理局的財務安排，請表示您有多認同以下的財務安排建議：

The financial arrangements for the proposed HFA 擬議成立的海濱管理局的財務安排	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
Capital injection and land allocated by the Government at nominal or reduced premium 政府提供注資及以象徵式或低於市價的地價撥給該局	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A dedicated fund be set aside within the Government that is roughly sufficient to cover the capital costs of the designated sites/projects, with further injection of capital funding to be considered having regard to the future development plans of HFA 在政府內部先預留一筆金額大概足以支付指定用地／項目的資本成本的專項基金，再因應海濱管理局日後的發展計劃考慮進一步注資	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To provide an initial endowment/seed funding to cover, say, the first five years of operation, and resources will be drawn from the dedicated fund when its project(s) is/are ready for implementation, subject to funding approval from LegCo similar to other public works projects 向海濱管理局提供初期資助／創始基金，以支持譬如首五年的營運費用。如某項目獲確定為合適及可予實行，便可從專項基金中提取所須款項，有關項目向基金的撥款申請，與其他工務工程項目相若須獲立法會批准	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Through maintaining a balanced portfolio of projects, to achieve overall financial sustainability over the long term 通過維持一個均衡的海濱項目組合，以達致長遠財政自給	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the financial arrangements of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such arrangements.

如果您對擬議海濱管理局的財務安排持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對財務安排所持有的不同意見。

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

在擬議海濱管理局成立初期只宜相對審慎地撥出土地予其發展及管理（可以參考以下 Q7 的列表），待累積足夠經驗、建立聲譽及奠定良好往績後，再逐步拓展至其他合適及可用的用地，請表示您有多認同這個建議：

- Strongly agree 非常同意 Agree 同意
 Neither agree nor disagree 既不同意也不是不同意
 Disagree 不同意 Strongly disagree 非常不同意

7. To what extent do you agree that the following sites should be allocated to HFA:
就可撥給海濱管理局的用地，請表示您有多認同以下的建議：

Potential sites which can be considered for allocation to the proposed HFA 可供考慮撥予擬議海濱管理局的用地	Strongly agree 非常同意	Agree 同意	Neither agree nor disagree 既不同意也不是不同意	Disagree 不同意	Strongly disagree 非常不同意
New Central harbourfront 中環新海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wanchai-North Point harbourfront 灣仔－北角海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarry Bay harbourfront 鯽魚涌海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kwun Tong harbourfront 觀塘海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hung Hom harbourfront 紅磡海濱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you disagree or strongly disagree with the land allocation arrangement of the proposed HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such arrangements.

如果您對擬議海濱管理局的撥出土地安排持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對撥出土地安排所持有的不同意見。

Advisory and Advocacy Functions

諮詢和倡導職能

It is proposed that HFA will take over the current advisory and advocacy roles of the Harbourfront Commission (HC) in relation to the Harbourfront as a whole, allowing disbanding of HC to avoid confusion or the perception of multi-layering.

建議海濱管理局會肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能。在海濱管理局成立後解散海濱事務委員會，以免公眾混淆或架床疊屋。

8. To what extent do you agree that the HC should be disbanded after the establishment of HFA and for HFA to take over the current advisory and advocacy role of HC in relation to the Harbourfront?

就擬議成立的海濱管理局成立後解散海濱事務委員會，海濱管理局會肩負現時海濱事務委員會在海濱整體的諮詢和倡導方面的職能，請表示您有多認同這個建議：

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

If you disagree or strongly disagree with HFA taking over the advisory and advocacy functions of HC in future, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.

如果您對擬議海濱管理局將來肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對肩負現時海濱事務委員會在維港海濱整體的諮詢和倡導方面的職能所持有的不同意見。

Executive Function
行政職能

9. To what extent do you agree that the proposed HFA should be empowered with the following executive functions –
就擬議海濱管理局應獲賦予以下的行政職能，請表示您有多認同：

The executive functions for the proposed HFA 擬議成立的海濱管理局的 行政職能	Strongly agree 非常 同意	Agree 同意	Neither agree nor disagree 既不同意也 不是不同意	Disagree 不同意	Strongly disagree 非常 不同意
Plan, design, construct, operate and manage the allocated sites in accordance with the statutory plans and where necessary, propose amendments 根據法定圖則的規劃、設計、建造、營運和管理獲撥予的用地。如有需要，管理局可提出修訂	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct project-level planning and prepare plans 進行項目層面的規劃和擬備圖則	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design, construct, operate, and manage harbourfront facilities at the allocated sites 設計、建造、營運及管理指定用地的海濱設施	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiate and oversee public engagement exercises and research and studies related to the development of allocated sites 發起和監督與發展撥予管理局的土地有關的公眾參與活動及相關的研究	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor the implementation and management of allocated sites 監察獲撥予土地和管理工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster temporary, quick-win or other enhancement projects 促進暫時性、短期或其他優化海濱項目	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. To what extent do you agree that the proposed HFA should build its own independent executive team and gradually phase out the government officers and replace them with suitable talents recruited from the private sector when the operation of HFA and its development of projects are on track?

當擬議海濱管理局的運作及其項目的發展踏上軌道，應建立自己的獨立行政隊伍，並逐步以聘自私人機構的合適專才，取代政府人員執行職務，請表示您有多認同這個建議？

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

If you disagree or strongly disagree with the proposals about the executive function of HFA, please indicate your reasons and/or concerns. You may also wish to elaborate on your alternative views on such functions.
如果您對海濱管理局的行政職能持有不同意或非常不同意的意見，請註明您的原因和/或疑慮。同時，您可以詳細說明您對管治和管理職能所持有的不同意見。

Please indicate any other views you have about the roles of the proposed HFA.
如您對擬議成立的海濱管理局之角色有任何其他的看法，請在下方說明。

Other Feedback **其他意見**

Please share with us any suggestions or views regarding any other aspect of the public engagement exercise.
請與我們分享您對有關這個公眾參與活動的建議和意見。

Please share with us any suggestions or views regarding this feedback form.
請與我們分享您對這份回應問卷的建議和意見。

Which of the following identities are you using to respond to this questionnaire?
您是使用下述哪個身份回應這份問卷？

Company (Please specify your type of business):
公司 (請註明您的業務類型) :

Organisation (Please specify the nature of your organisation):
組織 (請註明您所屬組織的性質) :

Individual 個人

Which age group do you belong to? 請問您是屬於那一個年齡組別？

- 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？

- | | |
|--|--|
| <input type="radio"/> Central and Western Hong Kong Island 港島中西區 | <input type="radio"/> Southern Hong Kong Island 港島南區 |
| <input type="radio"/> Eastern Hong Kong Island 港島東區 | <input type="radio"/> Kowloon City 九龍城 |
| <input type="radio"/> Wan Chai 灣仔 | <input type="radio"/> Shan Shui Po 深水埗 |
| <input type="radio"/> Kwun Tong 觀塘 | <input type="radio"/> Yau Tsim Mong 油尖旺 |
| <input type="radio"/> Wong Tai Sin 黃大仙 | <input type="radio"/> Kwai Tsing 葵青 |
| <input type="radio"/> Islands 離島 | <input type="radio"/> Sai Kung 西貢 |
| <input type="radio"/> North New Territories 新界北區 | <input type="radio"/> Tai Po 大埔 |
| <input type="radio"/> Sha Tin 沙田 | <input type="radio"/> Tuen Mun 屯門 |
| <input type="radio"/> Tsuen Wan 荃灣 | <input type="radio"/> Tourist 遊客 |
| <input type="radio"/> Yuen Long 元朗 | |

We look forward to receiving your views. Please send us your views through the channels below on or before 24 December 2014:

我們期待收到你的意見。請透過以下途徑在 2014年12月24日或之前遞交你的意見：

Email 電郵：hape@hfc.org.hk

Fax 傳真：2110 0841

Post: 17/F, West Wing, Central Government Offices, 2 Tim Mei Avenue, Tamar, Hong Kong
郵遞：香港添馬添美道二號政府總部西翼十七樓

Thank you very much for your participation!
非常感謝您的參與！