

Tourism Commission
Collection of Public Views
on “ Development of a Piazza in Tsim Sha Tsui”

Report

June 2008

Organiser: Tourism Commission
Analysis and Report Compilation: JCP International

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1. Executive Summary

With Legislative Council's funding approval in 2005, a new public transport interchange (PTI) was built in Tsim Sha Tsui (TST) East to replace the existing PTI outside the TST Star Ferry Pier so as to release the site for development into a piazza. The new PTI has commenced operation since August 2007. The main objective of the piazza project is to create a new public open space for use by both the locals and tourists alike, thereby enhancing the connectivity and vibrancy of the area.

As a first step to engage the public in the development of the piazza, the Tourism Commission (TC) organised a workshop on 30 May 2007 to brainstorm ideas on the possible uses, and the modes of development and management of the piazza. Ideas generated from the workshop were summarised in a report which had been made available on the TC's website for public viewing and invitation of public views during the period from 22 October 2007 to 21 January 2008. In parallel, TC also consulted / invited views from key stakeholders and professional groups (see *Appendix A*) to obtain their feedback and suggestions for the proposed piazza.

This report summarises and analyses the views collected in this collection of public views exercise. Among the many ideas collected, the most popular ideas on uses in terms of facilities in the piazza are: trees and greenery / lawn areas, open space for public activities, access to MTR station(s), underground car parks (possibly multi-storey), seating areas, and alfresco café. For uses in terms of activities, the most popular ideas are: outdoor carnivals or cultural / art performances (eg. street performances, mini concerts, magic shows, etc.), and outdoor exhibitions / displays of visual arts. For modes of development and management, majority of views are for the Government to fund the design and construction of the piazza, with the private sector funding and managing the operation. These findings (see *Section 4.2* for details) are in general consistent with those from the brainstorming workshop in May 2007.

A majority of the views collected in this exercise support the piazza project (e.g. the tourism sector, the Yau Tsim Mong District Council, etc.) while raising some concerns (see *Section 4.4*) mainly on vehicular and pedestrian traffic arrangements in the area. Taking into account the results of this exercise and the ideas solicited from the workshop of May 2007, five general principles are recommended for taking forward the piazza project:

1. A holistic design: the piazza should blend in well with its vicinity visually and functionally;
2. A themed piazza: a suitable theme can be considered for enhancing the piazza's attractiveness;
3. Public-private partnership mode: the Government to fund the design and construction of the piazza, private sector to manage these tasks, and the private sector to fund and manage the facility operation;
4. Multi-purpose uses: the piazza should be able to accommodate activities ranging from passive enjoyment of green open space to vibrant events; and
5. Public engagement: there should be further public engagement in finalizing the piazza design.

2. Introduction

2.1 Background on Development of a Piazza in Tsim Sha Tsui

In June 2005, the Finance Committee of the Legislative Council (LegCo) approved funding for the Tourism Commission (TC) to construct a new Public Transport Interchange (PTI) on the site of the former Wing On Plaza Garden to replace the existing PTI adjacent to the TST Star Ferry Pier. The new PTI located in TST East has been opened for public use since August 2007 and the bus routes using the TST Star Ferry Pier PTI is being relocated in phases to the new PTI. After relocation is completed by around mid-2010, the vacated site can be released for development into a piazza.

The proposed piazza is situated in a prominent location (see location plan and photo in *Appendices A and B*) amongst various popular tourist attractions, including the Avenue of Stars, Hong Kong Cultural Centre, Star Ferry, TST Clock Tower and major shopping malls. It will leverage these attractions and enhance their linkages, becoming a natural focus for both local residents and tourists. Coupled with the magnificent harbour view, the piazza has tremendous potential to become another key tourist attraction.

The main objective of the piazza project is to create a new public open space for enjoyment of both the locals and tourists. The existing TST Star Ferry Pier, the TST Clock Tower and the five flag-posts, which are cherished by many, will not be affected by the project.

2.2 Background on the Collection of Public Views

The Government has been exploring different possibilities regarding the uses and the modes of development and management of the proposed piazza, and does not have any preconceived option. As a first step to collect views from the community, TC held a brainstorming workshop on 30 May 2007 involving members of the relevant stakeholders and professional bodies to express views on the uses and the development and management modes of the piazza. The outcome of the workshop was consolidated into a report by an independent consultant to provide a basis for the public to express their views.

With community feedback so far, TC has proposed the following prerequisites for planning the project:

- (a) the existing TST Star Ferry Pier, the TST Clock Tower and the five flag-posts should not be affected;
- (b) suitable arrangements should be put in place to facilitate the local residents and visitors to take buses or taxis to and from the TST Star Ferry Pier (i.e. provision of adequate bus-stops and taxi stand as close to the TST Star Ferry Pier as possible); and
- (c) irrespective of whether the project is to be implemented by the Government or the private sector, a mechanism should be established to select private partners through open tender and to allow the public to effectively engage in and monitor the implementation of the project.

TC further proposes that, in pursuit of the project, the Government should:

- (a) as far as possible avoid creating any additional burden on the traffic and transport conditions in this part of TST; and
- (b) conduct regular surveys/reviews to gauge community feedback during the phased relocation of bus routes for the introduction of effective traffic and transport mitigating measures as and when required.

This community engagement exercise covers two parts: collection of public views through TC's website from 22 October 2007 to 21 January 2008, and consultations with key stakeholders of the tourism sector and professional bodies (as listed in *Appendix A*). To facilitate public's feedback and suggestions, the report of the workshop in May 2007 together with the project background were uploaded onto TC's website for public viewing.

2.3 Objective of the Collection of Public Views Exercise

This exercise aimed at soliciting views from members of the public as well as key stakeholders of the tourism trade and community, and professional bodies on the uses, and the development and management modes of the future piazza. The views and suggestions collected in this exercise as well as from the workshop of May 2007 will form the basis for TC to draw up the development parameters and concrete proposal for further public engagement.

3. Views Collection

Views on the piazza project were collected through these channels:

- (i) Internet (i.e. emails and comments from the Public Affairs Forum¹);
- (ii) fax and mail;
- (iii) consultation sessions with members of key stakeholders and professional bodies; and
- (iv) invitation for submission of views to key stakeholders and professional bodies.

To facilitate collation and analysis of public views, a view collection form was provided on TC's website for downloading. The public were invited to give their views on the uses (in terms of the facilities and activities to be accommodated in the piazza) and the development and management modes of the piazza, and any other comments on the project.

¹ *The Public Affairs Forum* is an online forum established by the Home Affairs Bureau on 10 March 2005 to canvass views of the middle class on political affairs and public issues in Hong Kong. As at March 2008, the Forum comprises about 500 members (the membership list can be found in the Forum website).

Apart from individuals' views, TC also consulted / invited views from 16 key stakeholders and professional bodies, including the Yau Tsim Mong District Council, the Travel Industry Council of Hong Kong, Hong Kong Tourism Board, Harbour-front Enhancement Committee, Hong Kong Institute of Architects, Hong Kong Institute of Architects, etc. (as listed in *Appendix A*) through consultation sessions and/or invitation for submission of views. .

4. Analysis

A total of 61 individuals of the public submitted their views through the Internet or by fax or post. A further 17 submissions of views, including notes of discussion and minutes of consultation sessions and letters, were received from relevant organizations and their members. In the following analysis, ideas and comments were categorized and their frequency counted under these headings:

- possible uses of the piazza (facilities and activities);
- modes of development and management of the piazza;
- suggestions on planning the piazza; and
- concerns and other issues raised.

A majority of the views collected in this exercise support the piazza project (e.g. the tourism sector, the Yau Tsim Mong District Council, etc.), although some are concerned mainly about the vehicular and pedestrian traffic arrangements in the area.

4.1 Possible Uses of the Piazza

The public were requested to suggest the possible uses of the piazza in terms of its facilities and activities. Their ideas were collated and summarised in order of popularity with more popular ideas set out in **bold** as shown in Tables 1 and 2 on the next two pages. The numbers in the brackets are the frequencies of such ideas counted in the submissions².

4.1.1 Facilities

As illustrated in Table 1, the most popular facilities suggested are: trees and greenery / lawn areas; open space for public activities; access to MTR station(s); underground car parks, possibly multi-storey; seating areas; and alfresco café. These suggestions are similar to those popular ideas collected at the brainstorming workshop of May 2007, i.e. seating, green environment with shade, alfresco café, outdoor performance venue and fountain in order of popularity (see *Appendix D* for a full list of ideas generated from the workshop) except that “fountain” is less popular in this views collection exercise.

² *If an idea appears in the minutes or notes of consultation session twice expressed by two different persons, that idea will be counted 2 times.*

Table 1: Suggested Facilities of the Piazza

Facilities	
<ol style="list-style-type: none"> 1. Trees and greenery / lawn areas (30) 2. Open space for public activities (16) 3. Access to MTR station(s) (12) 4. Underground car parks, possibly multi-storey (12) 5. Seating areas (11) 6. Alfresco Café (10) 7. Souvenir / food kiosks (7) 8. Outdoor exhibition (6) 9. Covered walkway / travelator (6) 10. Taxi stands / vehicle pick-up/drop-off points / loading/unloading areas (6) 11. Sheltered areas (4) 12. Keep part or the whole of the existing bus terminal (4) 13. Artistic bilingual signposts (3) 14. Fountain (3) 15. Performance space with seating (3) 	<ol style="list-style-type: none"> 16. Tourist information center (2) 17. Terraces wheel (2) 18. Pavilion (2) 19. Sculptures (2) 20. Clock tower of former Central Star Ferry Pier (1) 21. Outdoor performance venue (1) 22. Temporary exhibition boards (1) 23. Public toilets (1) 24. Lighting and audio facilities (1) 25. A landmark feature (1) 26. Paving and street furniture (1) 27. Footbridge connecting TST and TSTE (1) 28. Underground commercial developments (1) 29. Use Star Ferry roof as observation deck or for alfresco dining (1)

4.1.2 Activities

There are far fewer suggestions received on activities than on facilities. As shown in Table 2, the most popular suggestions for activities are: outdoor carnivals or cultural / art group performances (eg. street performances, mini concerts, magic shows); outdoor exhibitions of visual arts. This is again similar to those popular suggestions from the brainstorming workshop, i.e. outdoor performances (organized and spontaneous); outdoor mini-concerts; festivals and carnivals; outdoor exhibitions (fixed and temporary); competitions (public, charities, etc.) (see *Appendix D*) except that “competitions (public, charities, etc.)” has not been suggested in this exercise.

Table 2: Suggested Activities of the Piazza

Activities
<ol style="list-style-type: none"> 1. Outdoor carnivals or cultural / art group performances (eg. street performances, mini concerts, magic shows) (10) 2. Outdoor exhibitions of visual arts (5) 3. Resting (3) 4. Christmas and new year count-down activities (2) 5. Weekend market (1) 6. Harbour watching (1)

4.2 Modes of Development and Management of the piazza

The public were asked to consider which of the following modes of development and management would best fit the uses of the new piazza for each of the three stages (i.e. design, build and operate) of the project:

- A. Government funds and manages
- B. Government funds, private sector manages
- C. Private sector funds and manages
- D. Government and private sector jointly fund and manage
- E. Others

Relatively fewer respondents offered comments on the development and management modes. For those responded, the most popular choices were for Government to fund the design and construction of the piazza, private sector to manage these tasks, and the private sector to fund and manage the facility operation. These choices are similar to those popular choices from the brainstorming workshop (see *Appendix E* for the results of the workshop).

While most respondents did not explain their choices, some comments were made regarding the modes of development and management as summarized below with the frequencies of comments given in brackets:

Comments Regarding the Development and Management Modes
<p>(i) <u>Development Mode</u></p> <ul style="list-style-type: none">• Private sector involvement in the design, build and operate can provide more creativity and is sustainable in long term (e.g. the Peak and the Avenue of Stars). (1)• Open design competition should be held to solicit a good design. (1)• Based on experience, the public-private partnership model worked better for large-scale projects. (1)• It would be less commercial for Government to fund the design and construction. (1)• Reference of cultural developments in other countries is required for establishing a fair system in design and build. (1) <p>(ii) <u>Management mode</u></p> <ul style="list-style-type: none">• It would be more suitable to consider the management mode after the uses and functions of the piazza were determined. (1)• The private sector to manage the facilities would achieve higher flexibility (2) and creativity (e.g. the private sector has good experience in running similar facilities like the Avenue of Stars and the Peak Tower). (1)• Apart from the Government and the private sector, the arts and cultural organisations could be another potential sector be tasked to manage the piazza. (1)• The whole TST waterfront area should be managed by a single party, which could be the Government or the private sector, to minimize management conflict and maximize management co-operation, i.e. a holistic management approach. (1)• If the piazza is managed by the private sector, the Government should make sure that the site is open for public use. (1)• Private sector will only focus on operating profit. (1)• The piazza belongs to the public and therefore should not be managed by the private sector. On the contrary, if it is managed by Government, Government can launch

- some appropriate public activities, like promoting the district councils' activities. (1)
- If managed by Government ... fear that the piazza will become another holiday meeting point of domestic helpers ... also do not support management by the private sector like the approach of Avenue of Stars ... it will take away the asset that belongs to HK people. (1)
- Can consider the management mode of the Avenue of Stars. (1)

For reference purposes, *Appendix F* provides a list of rationales for the different choices made by the participants of the brainstorming workshop.

4.3 Suggestions for Planning the Piazza

The respondents made a number of suggestions for planning the piazza. They are summarised and categorized below with ideas listed in order of popularity and the most cited three set out in **bold**. The frequencies of the suggestions are given in brackets.

Suggestions for Planning the Piazza	
A.	<p><u>Integrated design</u></p> <ul style="list-style-type: none"> • The piazza needs to be integrated in harmony with the vicinity (e.g. Star Ferry, Clock Tower, five flag-posts, Ocean Terminal, Star House, Avenue of Stars, Cultural Centre, Space Museum, the former Marine Police Headquarters, West Kowloon cultural district, etc). (15) • Provide a theme / diversity of themes to the piazza (e.g. harbour related; transport hub – rickshaws, railway, ferries, etc; culture hub – HK's heritage, history, culture, etc.) (12) • The design of the piazza should reduce repetition and irrelevance to its vicinity (e.g. it needs to be differentiated from the Hong Kong Cultural Centre's piazza). (2) • Design caters for handicapped and aged people, and children. (2) • Consider the uses of the piazza together with the open space in front of the Cultural Centre / convert the forecourt of Cultural Centre facing Salisbury Road for better use. (2) • Pedestrianizing the piazza area and the whole TST waterfront. (2) • Re-vitalize the Clock Tower (eg. with the chime of the clock) to become the piazza's icon and visually connect it to the five flag-posts (2) • A gentle incline of the piazza allows activities to be seen from the neighbouring places. (1) • Enhance the facades and structures of the buildings around the piazza to improve the visual setting and enhance the piazza atmosphere. (1)

<p>B. <u>Public engagement</u></p> <ul style="list-style-type: none"> • Collect users' feedback regularly during the phased removal of the bus terminal; collect suggestions from nearby commercial building owners; consider the impact of piazza on existing TST users and the community; engage the public throughout the design and development processes of the piazza. (6) • Open design competition. (2)
<p>C. <u>Others</u></p> <ul style="list-style-type: none"> • Shorten development time to enhance the competitiveness of the tourism industry. (2) • Plants not taller than an average adult's height so that views will not be blocked. (1) • Not too many permanent facilities. (1)

4.4 Concerns and Other Issues Raised

While the views collected in general support the piazza project (including those from the tourism sector and the Yau Tsim Mong District Council), some concerns were raised about the project. These concerns have mainly to do with the vehicular and pedestrian traffic arrangements in the area as summarised below. The three most cited concerns set out in **bold** and the frequencies of such concerns given in brackets.

Concerns and Other Issues Raised	
A. <u>Traffic and People Flows</u>	<ul style="list-style-type: none"> • The anticipated heavy traffic and pedestrian loadings of the piazza area; the project needs to provide more car parks (possibly underground), widen Canton Road and Salisbury Road, and consider crowd and vehicle controls. (17) • Resolve the traffic and transport issues of the area including the public transport interchange, parking areas, passenger flow during holidays, etc. (2) • Provide free and environment-friendly single-deck feeder bus service and put taxi stands on Canton Road. (1) • Provide an additional subway, with small retail stalls, from the YMCA via the future FMPHQ to reach the basement of Star House so as to enhance pedestrian flow and enliven the area. (1) • Set the roundabout or turning loop for vehicles and public transport at the edge of the piazza to create a sizable pedestrian zone. (1)
B. <u>Star Ferry and Bus Terminal / Stops</u>	<ul style="list-style-type: none"> • The speculated decrease in the Star Ferry usage may cause Star Ferry to increase fare or move its pier to near the new PTI. (6) • The new bus terminal is too far away from the Star Ferry causing inconvenience to users. (6) • Relocate bus routes gradually and in phases. (3) • The TST bus terminal / Star Ferry area has been a PTI since the 20s and 30s ... a collective memory of HK people ... bus service and ferry service should not be segregated ... HK people have a practical need for bus and ferry transit to Central and Wanchai, not for a piazza. (2)

- Relocate the Star Ferry Pier to the waterfront near the Wing On Square, new TSTE bus terminal and TSTE MTR station, and change the Star Ferry building into a museum of the harbour or ferry. (1)
- More bus stops to relieve passenger flow. (1)
- Limit walking distance between Star Ferry and bus terminal within 250 meters. (1)
- Provide sheltered walkway between Star Ferry and bus stops. (1)
- Underground access with commercial setting linking up Star Ferry and bus terminal. (1)
- The buses still need to stop by the piazza after the bus terminal is relocated ... this adds traffic burden and is not environmental friendly just like routes 234X and 28. (1)

C. The piazza

- Suggest renovating the existing TST bus terminal (and Star Ferry Pier) and build the piazza above it. (3)
- The Cultural Centre area has sufficient open space and there will be more space in the West Kowloon cultural district ... the TST area has already got a number of big and useless piazzas, and an additional one is not needed ... tourists will not come just because of a new piazza. (2)
- Don't want to see the piazza becoming an open market / commercialise mini-park selling tourist souvenirs or chain-store coffee / dessert. (2)
- If there will be alfresco café in the Piazza, its location should be limited to the space near the Star House. (1)
- Don't want to see a series of museums and other cultural facilities. (1)
- What measures do Government have to regulate the activities in the Piazza? (1)

The key concerns raised are about the vehicular and pedestrian traffic in the area, possible adverse impact on Star Ferry's business, and worries about the inconvenience of the long distance of the new bus terminal from the TST Star Ferry Pier.

5. Proposed General Principles for the Project

In consideration of the ideas, suggestions and concerns described above, five development principles are proposed for the piazza. They are:

- (i) **A holistic design:** The piazza needs to be integrated with its vicinity visually and functionally. The relatively small site area of the piazza needs to be considered in the design of its facilities and activities.
- (ii) **A themed piazza:** A themed piazza can add life to the area and strengthen its iconic impact. A single theme and multi-theme are not mutually exclusive. The possible themes may include transportation hub, HK's heritage, harbour-related stories, etc.
- (iii) **Public-private partnership mode:** Government to fund the design and construction of the piazza, private sector to manage these tasks, and the private sector to fund and manage the facility operation. The feasibilities of management by a single party, and by an arts / cultural organisation, worth exploring.

- (iv) **Multi-purpose uses:** The piazza should be able to accommodate activities ranging from passive enjoyment of green open space to vibrant events.
- (iv) **Public engagement:** There should be further public engagement to ensure that the community's needs and aspirations are taken into account in finalizing the piazza design.

6. Conclusion

This public engagement exercise comprises the collection of public views through TC's website from 22 October 2007 to 21 January 2008, and consultations with key stakeholders and professional bodies. The views collected in general support the piazza project (including those from the tourism sector and the Yau Tsim Mong District) with some concerns raised mainly on the vehicular and pedestrian traffic arrangement in the area.

Moreover, the views collected in the workshop and this exercise reinforce each other. Specifically, both exercises concluded that the most popular facilities are: trees and greenery / lawn areas, open space for public activities, underground car parks (possibly multi-storey), seating areas, and alfresco café. And, the most popular activities are: outdoor carnivals or cultural / art performances (e.g. street performances, mini concerts, magic shows, etc.), and outdoor exhibitions / displays of visual arts. In terms of the modes of development and management, the most popular choices are for the Government to fund the design and construction of the piazza, with the private sector funding and managing the operation.

In addition, the open views collected in this exercise also helped TC to better understand the respondents' concerns and suggestions regarding the proposed piazza. They will be taken into account in formulating the development parameters for the piazza project, which will form the basis for the piazza design and the next phase of public engagement.

**Development of a Piazza in Tsim Sha Tsui
Collection of Public Views**

(October 2007 – February 2008)

List of Key Stakeholders and Professional Bodies Consulted / Invited to Offer Views

1. Hong Kong Association of Registered Tour Co-ordinators Ltd.
2. Hong Kong Association of Travel Agents Ltd.
3. Hong Kong Hotels Association
4. Hong Kong Institute of Architects*
5. Hong Kong Professional Tourist Guides General Union
6. Hong Kong Tourism Board*
7. Hong Kong Institute of Landscape Architects #
8. Hong Kong Institute of Planners #
9. Sports Federation & Olympic Committee of Hong Kong, China
10. Harbour-front Enhancement Committee:
 - a) Sub-committee on Harbour Plan Review*; and
 - b) Task group on Management Model for the Harbourfront*
11. The Federation of Hong Kong Hotel Owners
12. Tourism Strategy Group*
13. Travel Industry Council of Hong Kong*
14. Yau Tsim Mong District Council*
15. Hong Kong Institution of Engineers @
16. Hong Kong Institute of Surveyors @

* *Consultation session conducted*

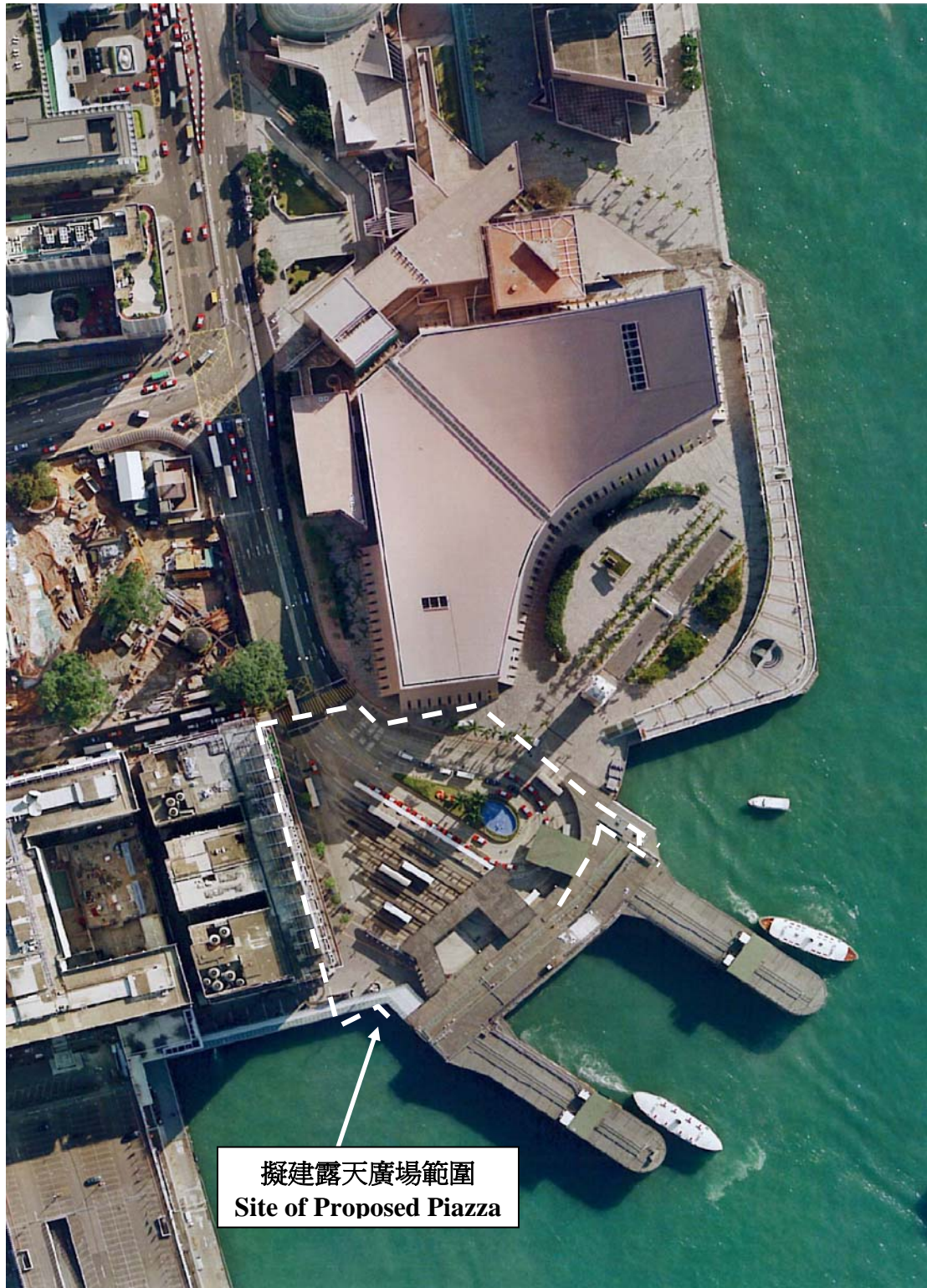
A joint consultation session with the Hong Kong Institute of Landscape Architects and the Hong Kong Institute of Planners (HKIP) was conducted. HKIP also made a separate written submission of views.

@ *The Hong Kong Institution of Engineers had no comments on the project while the Hong Kong Institute of Surveyors' views had not yet been received by March 2008.*

Location Plan of the Proposed Piazza in Tsim Sha Tsui



Photograph of Existing Site Proposed for Development of a Piazza



Ideas on the Uses of the Piazza Solicited from the Brainstorming Workshop on 30 May 2007

Facilities	Activities
<ol style="list-style-type: none">1. Seating2. Green environment with shade3. Alfresco Café4. Outdoor performance venue5. Fountain6. Open space (without any facility)7. Public toilets, possibly underground8. Underground public transport drop-off9. Historical and cultural features10. Underground car parking, loading and unloading areas11. Visitor information centre12. Sheltered walkways13. A landmark feature14. Sculptures15. Public telephones16. Exhibition of buses	<ol style="list-style-type: none">1. Outdoor performances, organized and spontaneous2. Outdoor mini-concerts3. Festivals and carnivals4. Outdoor exhibitions (fixed and temporary)5. Competitions: public, charities, etc.6. Morning exercises7. Countdown activities (New Year etc)8. Leisure – strolling, seating etc9. Viewing of large scale sports activities10. Guided tours in TST11. Harbour related activities

Priority of Development and Management Modes

- A. Government funds and manages
- B. Government funds, private sector manages
- C. Private sector funds and manages
- D. Government and private sector jointly fund and manage
- E. Others

Stage of Project	Mode	A	B	C	D	E
	No. of Responses					
Design		12	23	11	18	2
Build		16	21	13	17	1
Operate		2	11	37	16	1

The most popular choices were for the Government to fund the design and construction for the piazza, private sector to manage these tasks, and the private sector to fund and manage the facility operation.

The majority of the reasons given for the Government to fund the design and construction of the piazza were that it should be the Government's obligation to provide this public facility, and that this would also allow more opportunities for public participation and balance of different interests of the public and private sectors. For the private sector to manage the design and construction and to fund and operate the piazza, main reasons given were that this would provide more flexibility and creativity, and have greater efficiency and effectiveness.

Brainstorming Workshop Participants' Comments / Reasons for their Choices of Modes of Development and Management

**Note: frequency of such comments given*

Mode	Design	Build	Operate
A. Government funds and manages	<ul style="list-style-type: none"> • Public engagement • May consider international design competition • A new landmark on public land • A more integrated design to connect the centres of activity • A better overall concept • Collects public views and takes care of stakeholders • Public needs considered • More benefit to the public • Less constraint on investment consideration • Less commercial consideration 	<ul style="list-style-type: none"> • Private sector will not be interested • Sense of ownership • Less commercial consideration 	<p><i>(No comments/ reasons provided by participants)</i></p>
B. Government funds, private sector manages	<ul style="list-style-type: none"> • Government's responsibility for public facilities x 2* • More room for public engagement x 2* • Open tender • The public is the user, they should participate more in the design • Show designs to the public • Can balance social demands and commercial considerations • Operational efficiency • Can generate better design • Find a balance for the design • Looking after all interests • The government provides the general design brief with design flexibility. On the other hand, the design should be in a holistic approach and should be compatible with surrounding area. • Creativity 	<ul style="list-style-type: none"> • Government's responsibility • Government is more experienced in outsourcing construction projects and this is a commonly used approach • Private management is more efficient • Quality is guaranteed • More effective and more flexible in terms of investment and will save public money 	<ul style="list-style-type: none"> • Higher operational efficiency; better meet users' expectations • Fewer restrictions • Private sector is more service and profit driven • Can balance social demands and commercial considerations • Private organisations can operate more effectively x 2* • Profit shared by gov't + company • Loss borne by private company • More flexibility

Appendix F (continued)

<p>C. Private sector funds and manages</p>	<ul style="list-style-type: none"> • More effective • Able to tie in with the expectation of the market 	<ul style="list-style-type: none"> • Efficiency x 2* • Shortens building time and streamlines application / building procedures • Save public money • More effective / efficient use of fund • More cost effective 	<ul style="list-style-type: none"> • Higher efficiency x 6* • Cost-effective operation • Private management is flexible and responsive • More flexibility x 2* • Cost effective x 2* • More effective • Private management is more experienced • Able to meet the expectation of the market
<ul style="list-style-type: none"> • More creativity, more new ideas and more cost effectiveness • Free market is more efficient, but government needs to supervise and involve the public; flexible; creative; better management • Contract mode: has flexibility; is creative, more dynamic and trendy; requires shorter implementation time • But gov't has the final say on the design & basic requirement of infrastructure. Also the private sector needs to pledge to support some basic community service operation e.g. visitor service centre. Managed by a committee similar to Avenue of Stars. 			
<p>D. Government and private sector jointly fund and manage</p>	<ul style="list-style-type: none"> • Private sector is too commercial x 2* • Government will take into consideration the overall development image • Private concepts are more open and popular among the public and in the market • Can balance public views • More creative • Govt too restrictive 	<ul style="list-style-type: none"> • Can match needs of private organisations • Private sector is more efficient, and effective in following through • More efficient • Can share financial responsibility with government; effective management • Government can monitor the progress and within the budget which can reflect the public interest x 2* • Secure the capital to finish the project • Faster • Better quality 	<ul style="list-style-type: none"> • Cost-effectiveness • Government can supervise operation • Government and private sector will complement each other in future management of the site and facilities • Can balance social demands and commercial considerations • Can share financial responsibility with government; effective management • Easier to supervise • Streamlined operation • Private party has the creativity on different activity and running mode but gov't can monitor the operation in terms of public interest. • More effective • Full participation • Joint effect
<ul style="list-style-type: none"> • Public interest x 2* • Merge strengths of both parties • Take the most benefit of public + private sectors • Private companies nearby may be interested because they can take the benefits of this open space to promote their shopping malls 		<p><i>(No comments/ reasons provided by participants)</i></p>	
<ul style="list-style-type: none"> • Public can involve more; easier to raise funds • Balance public interest and commercial viability • More flexibility to enable creativity; tender is a must; fulfil all govt requirements 			
<p>E. Others (not choosing A to D above)</p>	<ul style="list-style-type: none"> • Can be free from commercial influence 	<ul style="list-style-type: none"> • Can be integrated with design 	<ul style="list-style-type: none"> • More flexible than government