



Heritage Tourism Development at the Central Police Station Compound

Report on Public Opinion Forms

The Central Police Station Open Days held during 22-23 and 29-30 January 2005 and 5-6 February 2005 were co-organized by the Tourism Commission, the Central and Western District Council, the Hong Kong Institute of Architects and the Conservancy Association. The objective of the Open Days is to allow more people to understand the history of the compound and the current conditions of the site, and to gauge their views on the future usage of the site. There were more than 5,700 visitors during the Open Days.

To gauge public views on the future usage of the site, an opinion collection form has been distributed during the Open Days. About 1,000 opinion collection forms were received during the Open Days. All views collected were passed onto an independent consultant for consolidation. The consultant has compiled a Report on Public Opinions Forms (copy attached) summarizing the views received.

The Government is carefully examining the views collected from the public in deciding the way forward.

**Tourism Commission
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**Heritage Tourism Development
At the Central Police Station Compound**

Report on Public Opinion Forms

From the period 22/1/2005 to 6/2/2005 when the Central Police Station Open Days were held, about 1,000 opinion collection forms were received. The comments mainly focus on the following areas:

1. preservation vs reconstruction of the site
2. tourism based or heritage based development
3. matters that should be taken into consideration in developing the site
4. future usage of the site
5. engaging community resources in developing the site
6. sustainability of the project

1. Preservation vs. reconstruction of the site in the development

From the responses received, majority views suggest that the site should be properly preserved and restored. There are views that the site should be preserved as an integral whole. Yet, there are some different views to preserve the area partially or to reconstruct the whole area completely into a commercial or leisure area.

Amongst those comments preferring that the buildings to be partially preserved, most of them suggested to preserve the external structure of the building only and the inside of the buildings could be re-developed.

2. Tourism based or heritage based development

On whether the site’s development should be tourism based or heritage conservation based, the responses are about half and half.

3. Matters that should be taken into consideration in developing the site

With regard to the matters that should be taken into consideration in the future development of the site, the following views were collected:

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| <p>(i) General views about the whole project development</p> <ol style="list-style-type: none"> 1. Need to maintain public accessibility. 2. The site should be a multi-purpose development. 3. The objective of development should focus on social benefits and conservation for future generations, and not commercial benefits only. 4. Do not redecorate; the original appearance has to be kept unchanged. If re-construction is needed, make sure the construction is safe. 5. Need to obtain more opinions from people in different fields including professionals. 6. Make reference on the use / development of historic/cultural buildings/sites in other countries, e.g. Macau, Singapore, and employ professionals from those countries. 7. Strike a balance between tourism and heritage conservation development. 8. Extend the consultation period. 9. Allow different developers and public to participate and handle the project together. 10. The project should operate under “sustainable development” principles. 11. The site development needs to adopt a cohesive/consistent theme and not divided into small |
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| <p>pieces of different themes.</p> <p>12. Government needs to focus on a detailed and workable project as to avoid wasting money on the development.</p> <p>13. Division of labor in the project.</p> |
| <p>(ii) Economic consideration</p> |
| <ol style="list-style-type: none"> 1. Consider the site / the whole project as a non-profit making one. 2. There should be limited and reasonable (related to the history/background of the area) commercial elements. 3. Minimize / avoid subsidies from Government. 4. Consider the cost of the whole project and maintenance cost. 5. Do not spend tax payers' money. 6. Economic benefits to HK as a whole . 7. Development should include a financial and implementation strategy. 8. Do not sell the place for money. 9. Pure non-profit making scheme requires a lot of public money. |
| <p>(iii) The effect of commercial activities in the area</p> |
| <ol style="list-style-type: none"> 1. Commercial activities / developers usually destroy historical sites. 2. There should not be too much commercial activities that overwhelm the site. 3. The developer(s) who handle the project should have heritage conservation experience. 4. If offering a tender of the site, things to be considered: <ol style="list-style-type: none"> (a) The whole tender process needs to be fair and equitable . (b) In making decisions in the tender process, the government should focus on the content of the project and social benefits and not just bidding prices. (c) The site can be tendered separately building by building and not as a whole lot, but ensure they are under a common objective. (d) Commercial tender cannot enhance public participation and monitoring. |
| <p>(iv) Future operation and management of the site</p> |
| <ol style="list-style-type: none"> 1. Government needs to be responsible for protecting, operating , managing and monitoring the site. 2. Government needs to be responsible for promoting the area for either tourism or cultural education. 3. Apply business management principles for the site's development. 4. Ensure long-term maintenance and improvement of the site. 5. Government's management should be transparent and accountable to public . Should avoid creating a sense of transferring benefits from the Government to commercial sector. 6. Government has to monitor the whole project development and set up a Management Department/Council or monitor control system if necessary. 7. Government needs to evaluate the heritage conservation policy in HK. 8. The development should include a financial and operation strategy. 9. Establish a committee with representatives from government, public, business area and sponsor to monitor the operation. 10. Set up an organization to supervise. |
| <p>(v) Matters for consideration when the site is in use for tourism and cultural use in the future</p> |
| <ol style="list-style-type: none"> 1. Be creative and professional- build up a landmark in the world and make HK more attractive. 2. If an entrance fee is introduced, ensure that it is feasible and reasonable. |

3. Encourage a wider range of uses of the site, i.e. providing day and night activities.
4. Enhance security of the area, especially in protecting the antiques/artifacts.
5. Provide more directional signs, including maps and directions of the site within the premises.
6. Consider parking area for visitors.
7. The themes of the events / activities need to be renewed regularly.
8. To train up well-educated tour guides.
9. Provide more photos or short films showing HK's history.
10. Provide sufficient restroom facilities in the area.
11. Place wax models wearing police uniforms for decoration.
12. The site is part of HK's history. We need to protect HK's history and its colonial characteristics and the site should not be demolished.
13. For educating the next generations and let more people know more about HK's history.
14. Let more people know more about HK's judiciary system.

(vi) Environmental consideration

1. No deforestation; consider / add more environmental conservation factors.
2. Integrate or be compatible with nearby environment / surroundings.
3. Minimize the negative impact onto the surrounding areas.
4. Convert part of the structure into air-conditioned areas.
5. Can create a passage from CPS to SOHO.

4. Future usage of the site

Regarding the future usage of the site, the views are diverse. While there are responses that the site should become a museum or be used for exhibition purpose, there are also suggestions on the commercial uses. More specific views on the future use of the site are as follow:

i) General ideas

1. To provide multiple purposes; including historical, cultural, educational, art purposes, combining with some open space and partly leisure. E.g. 'Raffles' or 'Chime' development in Singapore, St. Marco Square in Venice.
2. Open to public; for community and social activities.

ii) As museum / exhibition purpose

1. As a museum (non-specific, government to decide on the type)
2. As an art museum / exhibition; for art purpose.
3. As a police / judiciary system museum or prison museum.
4. As a mixed type of museum with leisure activities e.g. museum quarter in Vienna.
5. As a culture museum.
6. As a history museum.
7. Move the current museum of correctional services and the HK Police museum to here.
8. Move other exhibition halls here.

iii) For commercial purposes

1. With limited commercial elements, like snack bar, shops for souvenirs, antiques/artifacts, and providing some resting place with café/restaurant.

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| <ol style="list-style-type: none"> 2. To rent out some area for community / commercial uses. 3. As a theme café / restaurant. 4. As a hotel. 5. With bar / café, tie in with the style of SOHO and Lan Kwai Fong. 6. As residential area. 7. As a shopping mall 8. No commercial uses including hotel, restaurant, shopping mall, supermarket and area like SOHO or Lan Kwai Fong. 9. No property development / No residential development. 10. No chain outlet |
| <p>iv) For other purposes</p> |
| <ol style="list-style-type: none"> 1. For education purpose only. 2. As a study place for HK's historical criminology. 3. As a library. 4. As a youth centre 5. Reconstruct into a football court. 6. As a mini-police office. 7. As a member club for Government staff. |

5. Engaging community resources in developing the site

On the issue of engaging the community resources in developing the site, many agree with the introduction of a self-financed non-profit-making model. Some agree with a commercial profit-making model while there are also comments strongly disagree with a commercial profit-making model

For the self-financed non-profit-making model, the public has diverse suggestions including that:

- Government still needs to assist / support /monitor the model and the operation.
- The site be monitored by public organization; involving public participation.
- Government does not need to subsidize it.
- The site be managed by the Hong Kong Tourism Board.
- The model be conducted by the HK Institute of Architects.
- The site be operated by experienced, responsible and enthusiastic organization / voluntary organization / charity organization.

For the commercial profit-making model, the public suggested:

- No subsidies by the government.
- It must be self-financed.
- Government needs to monitor the operation as to ensure it works in a proper way.
- Needs to have a good regulation
- Ensure the site is preserved as much as possible.
- Ensure public accessibility.
- Government needs to set up an independent committee / advisory board to govern the operation and its alternation.

- Government can introduce a private organization for the development at the beginning, but it needs to take up the responsibility again if the model is no longer financially sustainable.

6. Sustainability of the project

In respect of how to gain resources to sustain the future development of the site, majority views suggest that resources should be obtained from the private commercial sector while a smaller portion of responses suggest that the government should take up responsibility in the future through subsidies. With regard to how resources are to be obtained from the public, most of the responses suggest that revenue should be generated from tourism and commercial activities from the site. There are also views that resources should be drawn from donation / charity functions and setting up of trust funds. More specific comments on the ways to avert future subsidies from the public are as follows:

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| (i) By tourism |
| <ol style="list-style-type: none"> 1. Introduce entrance fee on visitors / tourists. 2. Offer some chargeable tour trips everyday. 3. Pay partly by travel agents. |
| (ii) By commercial activities |
| <ol style="list-style-type: none"> 1. Rent some area in the site for money. 2. Sell souvenirs. 3. Offer a fair / public tender. 4. If café / restaurant is to be opened, the government can use part of their profit to cover the operating cost of the site. 5. Linking up with commercial activities to minimize government expenses. 6. Provide more facilities. |
| (iii) By donation / charity functions |
| <ol style="list-style-type: none"> 1. Donation from public / community. 2. Donation from private sectors or companies. 3. By asking some non-profit organizations to offer charity function for money. 4. By asking sponsor / funding from the charity organizations e.g. Jockey Club. 5. Fund raising by public. 6. Fund raising by private sectors or professional people. 7. Set up a charity organization for funding to create and maintain the whole project. |
| (iv) By setting up trust fund |
| <ol style="list-style-type: none"> 1. Set up a kind of trust fund by government. 2. Set up a non-profit Conservation Fund / Heritage Fund by government. 3. Set up a tourism fund and developed by the Hong Kong Tourism Board. 4. To set up a trust fund operated by non-profit organization with cultural background. 5. Set up a fund from Art Development Council. 6. Sep up an operation fund by government. |

(v) Other suggestions

1. Ask for volunteer participation.
2. Introduce tax to the developers of the site.
3. Minimize expenditure.
4. Hire professionals to manage it.
5. Offer a tax free status there.