

Harbour-front Enhancement Committee
Sub-committee on Harbour Plan Review
on “Development of a Piazza in Tsim Sha Tsui”

PURPOSE

This paper seeks Members’ views on the “Development of a Piazza in Tsim Sha Tsui” project (hereafter “the Project”), in particular -

- (a) the possible uses of the piazza; and
- (b) its future development and management modes.

BACKGROUND

2. In June 2005, the Finance Committee of the Legislative Council approved funding for the “Transport Link in Tsim Sha Tsui East”, including construction of a new PTI on the site of the former Wing On Plaza Garden to replace the existing PTI outside the Tsim Sha Tsui (TST) Star Ferry Pier, with a view to releasing the waterfront site for development into a piazza.

3. The piazza under planning is strategically located 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 as well as enhance their linkages, providing 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 location of the proposed piazza is shown on the plan at **Annex A**.

PROJECT OBJECTIVES AND DEVELOPMENT PARAMETERS

4. We propose to develop the site into a “piazza-plus” – a multi-purpose and vibrant open area. The main objective is to create a new public open space with enriched features that go beyond the passive nature of most public open areas. The proposed piazza will be used by both

locals and tourists, and will serve to enhance the connectivity and vibrancy of the area. In the light of community feedback so far, we propose the following pre-requisites 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 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 an open tender and to allow the public to effectively engage in and monitor the implementation of the project.

5. Also, in pursuit of the project, we should as far as possible avoid creating any additional burden on the traffic and transport conditions in this part of TST, and conduct regular surveys/reviews to gauge community feedback during the phased relocation of bus routes and for the introduction of effective mitigating measures as and when required.

PUBLIC ENGAGEMENT

6. We are actively exploring options for possible uses of the proposed piazza, and development and management modes of the Project. To achieve an optimal option, we gauge public views through different channels. As a first step, the Tourism Commission (TC) held a workshop on 30 May 2007 to invite relevant stakeholders, including the Harbour-front Enhancement Committee (HEC), and professional organizations to express views on the uses, and the development and management modes of the piazza. Views and suggestions collected at the workshop have been consolidated into a report by an independent consultant, copy of which is at **Annex B**.

7. According to the views collected at the workshop, for the possible uses of the piazza, ideas that were significantly more popular than others are set out in the following table -

Facilities	Activities
<ol style="list-style-type: none"> 1. Seating 2. Green environment with shade 3. Alfresco café 4. Outdoor performance venue 5. Fountain 	<ol style="list-style-type: none"> 1. Outdoor performances, organized and spontaneous 2. Outdoor mini-concerts 3. Festivals and carnivals 4. Outdoor exhibitions (fixed and temporary) 5. Competitions: public, charities, etc.

8. On the mode of development and operation, the majority of workshop participants consider that the Government should fund the design and construction for the piazza, while the on-going operation and management of the facilities should be left to the private sector. The predominant view is that the piazza is a public facility that should be provided by the Government. Developing the piazza as a public initiative would also allow more opportunities for public participation and balance of different interests of the public and private sectors. As for operation and management, workshop participants consider that private sector involvement would provide more flexibility and creativity, and have greater efficiency and effectiveness.

9. The report on the workshop has been uploaded to TC's website for public viewing and expression of views until 21 January 2008.

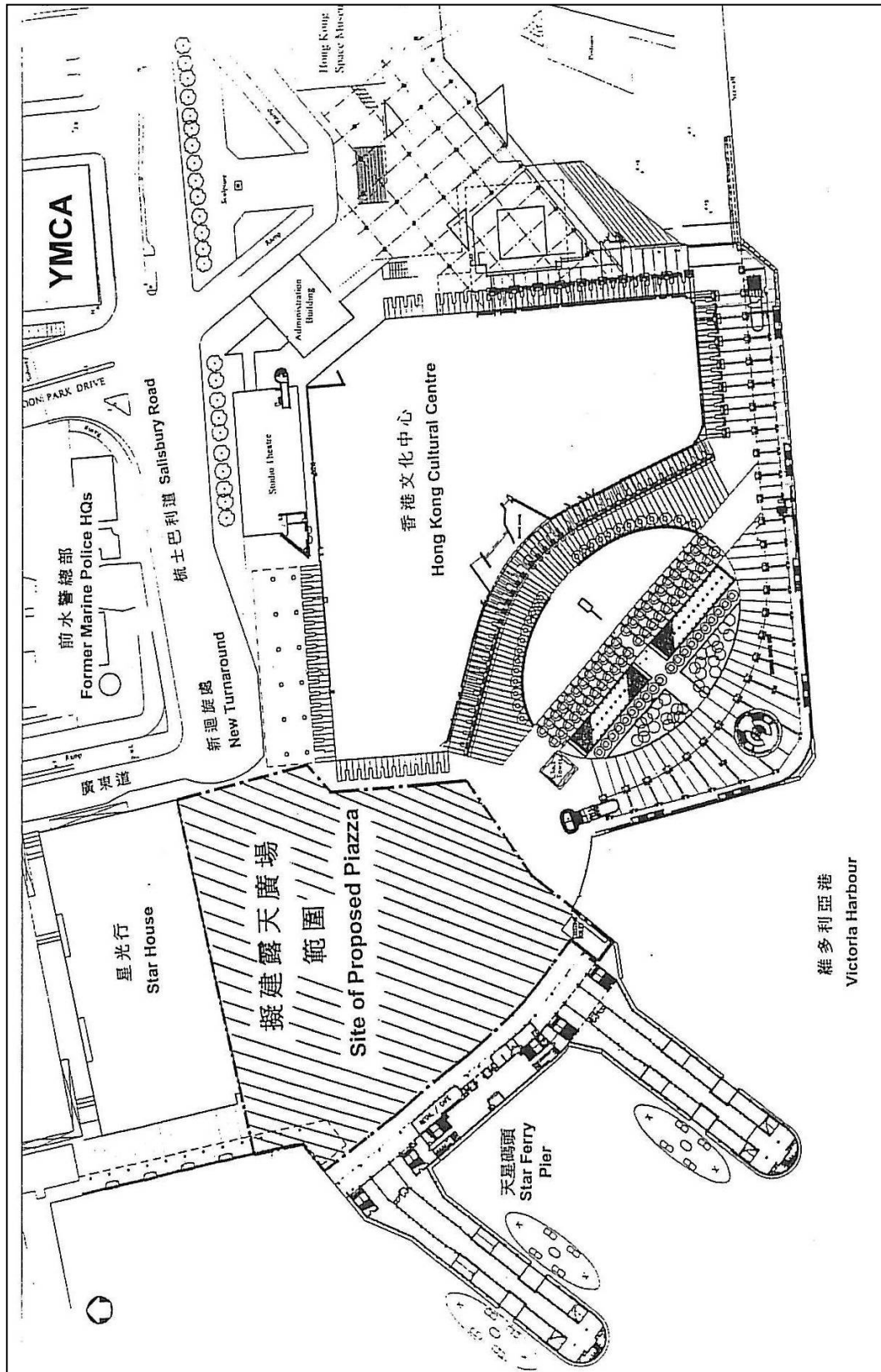
10. On the basis of the public views collected, we will work out specific proposals, taking into account HEC's Harbour Planning Principles and Guidelines, for further public engagement. The implementation of the project will be subject to funding approval by the Legislative Council. Subject to progress in the next phase of work, the earliest completion date of the planned piazza is 2010/2011.

ADVICE SOUGHT

11. Members are invited to express their views on the possible uses, and the development and management modes of the proposed "piazza-plus".

Tourism Commission
January 2008

Location Plan of the Proposed Piazza in Tsim Sha Tsui



Tourism Commission
Workshop on “Development of a Piazza
in Tsim Sha Tsui”

Report
October 2007

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1. Executive Summary

The Tourism Commission (TC) organised a workshop on the development of a new piazza in Tsim Sha Tsui (TST) on 30 May 2007 at YMCA in TST to brainstorm ideas on:

- a) the possible uses of the piazza; and
- b) the modes of development and management of the piazza.

This report describes the workshop and the views collected.

TC proposes to develop the existing public transport interchange (PTI) outside the TST Star Ferry Pier into a ‘piazza-plus’ – an open area with enriched features that go beyond the passive use of most public open space. Given its prominent location, the new piazza has the potential to become a landmark for Hong Kong linking and complementing the adjoining sites and becoming a focal point of activities for residents and visitors.

More than 200 invitations were sent to stakeholder groups that could be identified in the private and public sectors as having an interest in the project (please refer to Section 3.1 for details). Over 80 participants (excluding speakers and facilitators) took part in the workshop, including those coming from the tourism sectors, relevant professional groups and local organisations. They were asked to give their personal opinions. The views collected and concerns raised at the workshop only represent the opinions of those who had taken part in the discussion.

After a series of presentations for informing and inspiring the participants, the workshop was divided into eight table groups to brainstorm on the possible uses, in terms of facilities and activities, for the future piazza. Participants were then asked to consider which modes of development and management would best fit the possible uses of the piazza. Ideas were collected, summarised and presented back for questions and answers in plenary.

Among the many ideas suggested during the group discussion, facilities that were significantly more popular than others were leisure seating, green environment with shade, alfresco style café, outdoor performance venue and fountain; and activities that were significantly more popular were outdoor organized and spontaneous performances, outdoor concerts, festivals and carnivals, outdoor exhibitions, and competitions. For the modes of development and management, the most popular choices were for Government to fund the design and construction of the piazza, with the private sector funding and managing the operation. Other ideas and concerns raised at the workshop are provided in Sections 3.4 and 3.5 of this report. These initial ideas will provide the basis for further consultation and development of the project.

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 TC to construct the “Transport Link in Tsim Sha Tsui East”, including a new PTI on the site of the former Wing On Plaza Garden to replace the existing PTI adjacent to the TST Star Ferry Pier, thereby releasing the site for development into a piazza and enhancing the waterfront as a tourism node. The new PTI located in TSTE has been completed and opened for public use since August this year. Following the phased relocation of TST Star Ferry Pier PTI bus routes to terminate at TSTE and after obtaining funding approval by LegCo, works for development of the piazza may commence.

The piazza under planning is situated in a prominent location which will link the adjoining activity nodes and developments to become a focal point for local residents and tourists. The TST Clock Tower, which is one of the top ten attractions in Hong Kong, will be an important icon feature of the piazza. This, coupled with the magnificent harbour view, has tremendous potential to become another key tourist attraction. As such, the proposal is supported by both the tourism trade and the Hong Kong Tourism Board.

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. Government is exploring different possibilities regarding the mode of design, development and management of the piazza and does not have any preconceived option. It keeps an open mind and will consider ideas from different parties with a view to achieving an optimal solution consistent with the core values adopted by TC for the development of tourism infrastructure projects. These core values include the appeal of the project to local residents and international visitors, ability to bring out the unique character of the local community, connectivity with other attractions in the vicinity, availability of necessary supporting facilities for visitors, sustainability and economic benefits, etc.

2.2 Objective of the Workshop

The workshop aimed at facilitating people from various interested parties to express their views on the uses, and the development and management modes of the future piazza. The initial ideas and reactions solicited will provide the basis for further consultations and development of the project.

2.3 Approach of the Workshop

The workshop was organised in café style with 8 round tables of approximately 12 participants from different stakeholder groups and a facilitator on each.

The format of the workshop was designed to:

- Help the participants understand the context of the project and constraints of the site by giving them ideas from the experience of specialists in the subject area.
- Solicit the creative ideas of participants for the uses and modes of development and management of the piazza through brainstorming in mixed table groups.

Ideas were collected and summarised throughout the workshop and presented at the plenary session for questions and answers.

3. Workshop Rundown and Views Collected

3.1 Participants

Participants were invited from stakeholder groups that were considered to have an interest in the project (Please refer to Appendix A). They included members from the Yau Tsim Mong District Council and relevant statutory bodies; and representatives from professional groups and academics, property developers/business owners in the neighbourhood, tourism sectors, the business sector in general, art and performing arts groups, harbour concern bodies and relevant government departments.

3.2 Programme

The rundown of the workshop was as follows:

2:00 pm	Registration
2:30 pm	Introduction <ul style="list-style-type: none"> ● Opening Remarks by Miss Au King Chi, Commissioner for Tourism <ul style="list-style-type: none"> - Objectives of the TST Piazza Project; - Purpose of the workshop; and - Core values for tourism projects ● Table Introductions - facilitators and participants ● Introduction to the programme of the workshop
2:40 pm	Panel Discussion/Presentations – Background Information & Constraints <ul style="list-style-type: none"> ● Presentation on “Creating a Great City Place” by Mr. Christopher Kin-Chung Law, Member, Commission on Strategic Development ● Presentation on “Design Concepts vs Development Parameters” by Mr. Jonathan Yung, Senior Project Manager, Architectural Services Department ● Presentation on “Management of Open Piazza of HK Cultural Centre” by Miss Agnes Tang, Assistant Director (Performing Arts), Leisure and Cultural Services Department

	<ul style="list-style-type: none"> ● Presentation on “Private Sector Participation in Public Facilities Management” by Mr. Michael Fong, Chairman of New World Group Avenue of Stars Management Limited ● Presentation on “Management of Peak Galleria” by Ms Elina Lee, Senior Manager, Corporate Communications, Hang Lung Properties Ltd)
3:10 pm	<p>Group Discussion /Brainstorming</p> <ul style="list-style-type: none"> ● Lead facilitator introduced the brainstorming process and explained the role of the table facilitators in enabling and recording ideas ● First Brainstorming – Uses of Future Piazza: <ul style="list-style-type: none"> - Individually brainstormed the needs of future users by listing ‘facilities’ and ‘activities’. - As a table group summarised the ideas and then ranked them by scoring individually. ● Results for the First Brainstorming were summarised for the workshop as a whole, and the lead facilitator introduced the potential modes of development and management. ● Second Brainstorming – Development and Management Modes: <ul style="list-style-type: none"> - Individuals were asked to consider which mode of development and operation for each phase of the project, and give reasons for their considerations. - Results were collected, summarised and presented back by the facilitators.
4:30 pm	<i>Tea Break</i>
4:50 pm	<p>Questions and Answers in Plenary Discussion</p> <ul style="list-style-type: none"> ● The lead facilitator summarised the views collected. ● Questions were taken from the floor.
5:50 pm	<p>Conclusion</p> <p>Commissioner for Tourism thanked participants and speakers for their contributions, and set out the next steps in the project’s consultation process.</p>
6:30 pm	Workshop Ended

Location plans and photographs of the existing area at Appendices B and C respectively were provided at each table. Participants were asked to give their opinions as individuals rather than on behalf of the organisation that they might represent.

3.3 Presentations

Presentations at the workshop can be viewed at TC's website at http://www.tourism.gov.hk/english/current/current_piazzatst2.html.

Miss Au King-chi, Commissioner for Tourism, welcomed participants to the workshop. She said that the Government kept an open mind and would engage the public in the discussion process through workshops and other channels with a view to formulating an optimal solution. She emphasized that the plan to develop the piazza would not affect the existing TST Star Ferry Pier, the TST Clock Tower and the five flag-posts; and that new bus stops and a taxi stand would be built next to the piazza in the proximity of the TST Star Ferry Pier for the convenience of local residents and visitors.

The presentations that followed included:

- Mr Christopher Kin-chung Law, experienced architect and Member of the Commission on Strategic Development, presented the topic “Creating a Great City Place”. Mr Law shared with participants his views on the significance and potentials of the TST piazza site, and how to create an ideal city space for Hong Kong. He said that the first task was to build a common vision for the place, and the next step was to come up with the right design and then the management framework
- Mr Jonathan Yung, Senior Project Manager of the Architectural Services Department, spoke on “Design Concepts vs Development Parameters”. He briefed the participants on the design concepts of the TST waterfront and the development parameters of the TST piazza.
- Miss Agnes Tang, Assistant Director (Performing Arts) of the Leisure and Cultural Services Department, presented the topic “Management of Open Piazza of Hong Kong Cultural Centre”, and shared her Department’s experience of managing an open piazza.
- Mr Michael Fong, Chairman of the New World Group Avenue of Stars Management Limited, presented the topic on “Private Sector Participation in Public Facilities Management”. He told the success story of how the Avenue of Stars¹ was developed into a “must-see” tourism destination.
- Ms Elina Lee, Senior Manager – Corporate Communications of Hang Lung Properties Limited, spoke on “Management of Peak Galleria” and shared her experience of managing and operating the public open space in front of the Peak Galleria².

¹ The New World Group (NWG) designed and constructed the Avenue of Stars (AoS) at their own cost and then donated the project to the Government. NWG has been entrusted to manage, maintain and operate the AoS for 20 years at a nominal fee. Profit, if any, is shared between Government and NWG on an equal basis. Deficit is shouldered by NWG solely.

² In 1993, the Government entrusted the Hang Lung Properties Limited to design and construct the open space in front of the Peak Galleria at their own cost. The Hang Lung Properties was also entrusted to manage and maintain the aforesaid open space at their own cost.

3.4 Participants’ Views

a) Priority of Uses: First Brainstorming on Facilities and Activities

The outputs from each table group’s brainstorming for possible facilities and activities were collected and summarised in order of popularity as shown in the table below. Ideas that were significantly more popular than others are set out in **bold**.

Facilities	Activities
<ol style="list-style-type: none"> 1. Seating 2. Green environment with shade 3. Alfresco Café 4. Outdoor performance venue 5. Fountain 6. Open space (without any facility) 7. Public toilets, possibly underground 8. Underground public transport drop-off 9. Historical and cultural features 10. Underground car parking, loading and unloading areas 11. Visitor information centre 12. Sheltered walkways 13. A landmark feature 14. Sculptures 15. Public telephones 16. Exhibition of buses 	<ol style="list-style-type: none"> 1. Outdoor performances, organized and spontaneous 2. Outdoor mini-concerts 3. Festivals and carnivals 4. Outdoor exhibitions (fixed and temporary) 5. Competitions: public, charities, etc. 6. Morning exercises 7. Countdown activities (New Year etc) 8. Leisure – strolling, seating etc 9. Viewing of large scale sports activities 10. Guided tours in TST 11. Harbour related activities

Of the eight table groups that took part, one group decided to abstain from the scoring and prioritizing processes³.

b) Priority of Development and Management Modes: Second Brainstorming

Following the presentation of the summarised ideas for facilities and activities, participants were asked to consider which of the following modes of development and management

³ The table group, although listing and actively discussing their ideas on facilities and activities, preferred not to score their ideas because in their opinion it was more important to resolve transportation issues ahead of making these decisions. [Note: Before the closure of the PTI adjacent to the TST Star Ferry Pier, a turnaround will be constructed at the Salisbury Road near the Star Ferry Pier to maintain smooth traffic flow. In order to facilitate the local residents and visitors to take buses or taxis to and from TST Star Ferry Pier, the turnaround will provide 8 bus stops for 10 bus routes to board and alight passengers. The turnaround will also provide a taxi stand that can accommodate 16 taxis and a taxi drop-off point with 4 spaces. Transport Department has carried out an assessment on the traffic impact of the PTI relocation and found that after the phased completion of the KCRC TST Extension and other major road improvement works, the traffic condition in the vicinity of the TST Star Ferry Pier will be satisfactory. There will also be sufficient traffic capacity at nearby road junctions.]

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

Before discussion began, the table facilitator provided the participants with some possible considerations for different modes to design, build and operate the piazza for reference (please refer to *Appendix D*). Results are summarised as follows:

Mode Project Stage	A	B	C	D	E
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. Reasons given for the choices made were collected and are summarised in the *Appendix E* to this report. 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.

c) Other Ideas

Apart from the views mentioned in a) and b) above, the following suggestions were raised by participants during the group brainstorming and the plenary discussion:

Other ideas for facilities	
Play facilities (for children or adults)	Directory on facilities
Observation tower/ viewing platform	Graffiti/creative arts area (people’s workshop)
Public speech platform/ corner	Art and crafts market
Ferris wheel (landmark)	Temporary marquee
Helium balloon (landmark)	Rendezvous
Souvenir stalls	Shades / rain shelters

Other ideas for facilities	
Self-service photo-taking facilities	Exhibition on history and TST
Piazza management centre	Environment-friendly shuttle transport facility
Drinking fountains	Broadcasting/ sound system
Cool air machine	Ticketing facilities
Outdoor night movie facilities	

Other ideas for activities	
Parade of decorated vehicles	Watching outdoor movies
Photo-taking (wedding and general)	Beauty pageant
Taiji exercise	Religious activities
Marathon starting/finishing point	Thematic performance
Dancing	Sightseeing

3.5 Questions and Concerns Raised

Question sheets were distributed to all participants to collect their questions and concerns for discussion at the plenary session. The questions and concerns raised are summarised as follows:

- Asked about the next steps in taking the project forward.
- Asked about the estimated completion time and opening of the new piazza.
- Asked whether the overall planning and development of the nearby area had been taken into account in planning the new piazza.
- Asked about when the bus terminus would be moved to TST East.
- Commented that the piazza should be constructed at a separate level from the transportation to avoid traffic congestion.
- Commented that the walking distance from the proposed new bus stops to the pier would be too far.
- Commented that, during the group opinion gathering, people from Government and quasi-Government organisations participated in the scoring might have affected the neutrality of the result.
- Commented that the traffic and transport problems, and interests of stakeholders should first be resolved before designing the piazza and relocating the new bus terminus.
- Commented that the Hong Kong Cultural Centre piazza and Avenue of Stars had already provided a good amount of public leisure areas, and asked whether there would be a need for more space to attract visitors to an already very popular area.

4. Conclusion

It was noted throughout the workshop that there was an enthusiastic level of participation and debate at each table. The views collected at the workshop can only be considered as a summary of the collective views of those who had attended the workshop. However, given

that the attendees of the workshop were from many of the organisations with interest in the development of the piazza, these views can be used as a basis for further and more detailed consultation with stakeholders.

As a first step for engaging the public, this workshop provided useful information for TC to prepare for the consultation process for taking forward the piazza project. TC will upload this report to its website for public viewing. It is hoped that the workshop report will serve as a useful basis for members of the public to express their views on the uses and the development and management modes of the piazza. TC also plans to collect views through other channels in order to formulate options for the development and management of the piazza for further public consultation.

List of Organisations invited to attend the Workshop

Organisation

1. Legislative Council Economic Service Panel
2. Yau Tsim Mong District Council
3. Hong Kong Tourism Board
4. Town Planning Board
5. Hong Kong Arts Development Council
6. Tourism Strategy Group
7. Travel Industry Council of Hong Kong
8. Hong Kong Association of Travel Agents Ltd
9. Hong Kong Hotels Association
10. The Federation of Hong Kong Hotel Owners Ltd
11. Hong Kong Inbound Travel Association
12. Hong Kong Association of Registered Tour Co-ordinators
13. Committee on Performing Arts
14. HK Institute of Architects
15. HK Institute of Landscape Architects
16. HK Institute of Planners
17. HK Institute of Surveyors
18. HK Institution of Engineers
19. CUHK - School of Hotel and Tourism Management
20. PolyU - School of Hotel and Tourism Management
21. Business Environment Council Ltd
22. Harbour-front Enhancement Committee
23. 油尖旺民生關注會
24. Hong Kong General Chamber of Commerce
25. Hong Kong Retail Management Association
26. Chinese Manufacturers' Association of Hong Kong
27. Real Estate Developers Association of Hong Kong
28. The Wharf (Holdings) Limited
29. The "Star" Ferry Co Ltd
30. Cheung Kong (Holdings) Limited
31. Star House Owners' Association Incorporated
32. MTR Corporation
33. The Kowloon-Canton Railway Corporation
34. Kowloon Motor Bus Co (1933) Ltd.
35. TST East Property Developers Association Ltd
36. Sino Group
37. Incorporated Owners of South Seas Centre
38. CHKC Building Management Ltd
39. Harbour City Estates Ltd

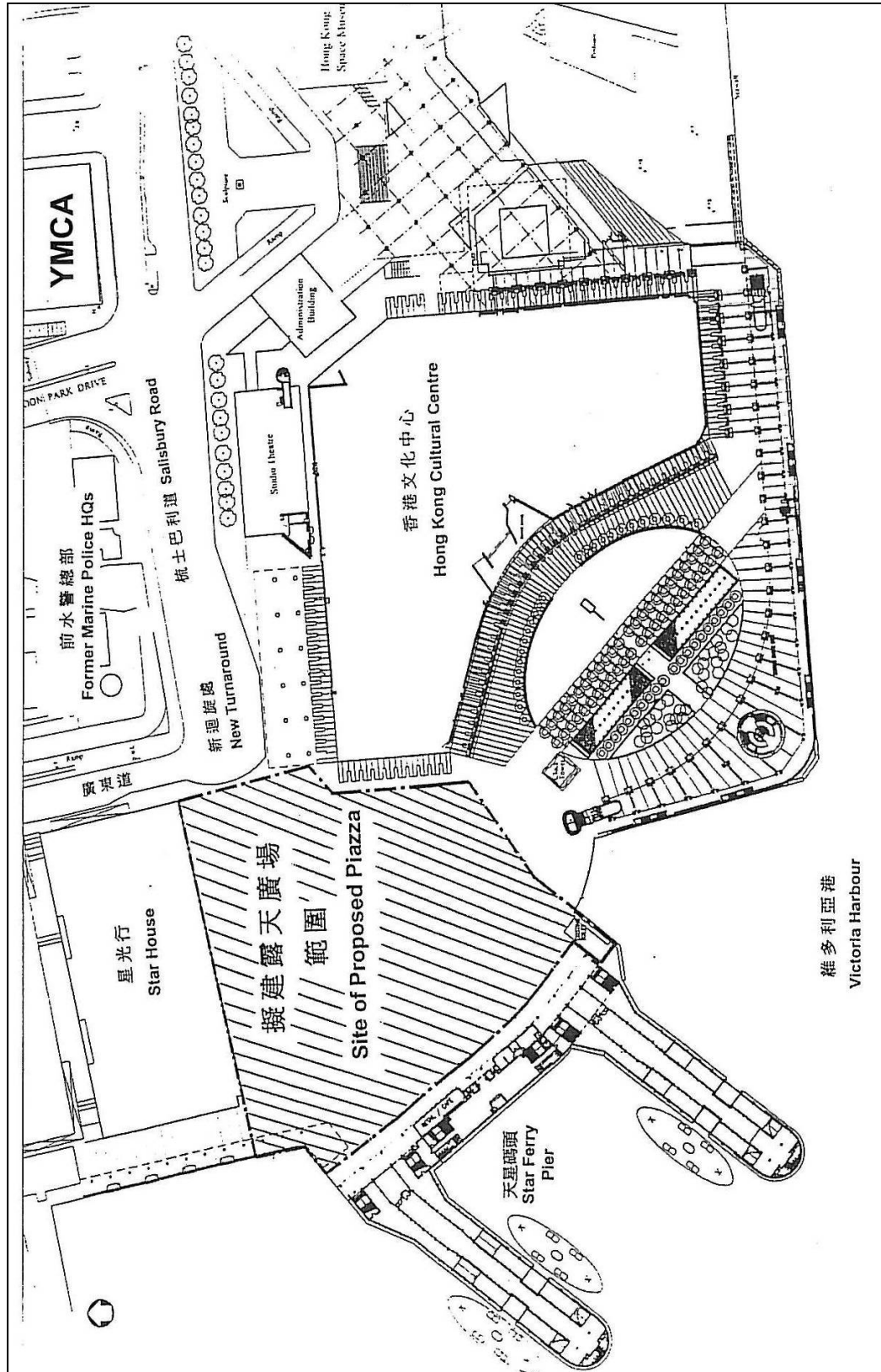
Organisation

40. NWS Service Management Ltd
41. YMCA of Hong Kong
42. Holiday Inn Golden Mile
43. Gateway, Hong Kong
44. InterContinental Grand Stanford Hong Kong
45. InterContinental Hong Kong
46. Langham Hotel Hong Kong
47. Marco Polo Hong Kong Hotel
48. Prince, Hong Kong
49. Renaissance, Kowloon Hotel
50. Sheraton Hong Kong Hotel & Towers
51. The Imperial Hotel
52. The Kowloon Hotel
53. The Minden
54. The Peninsula Hong Kong

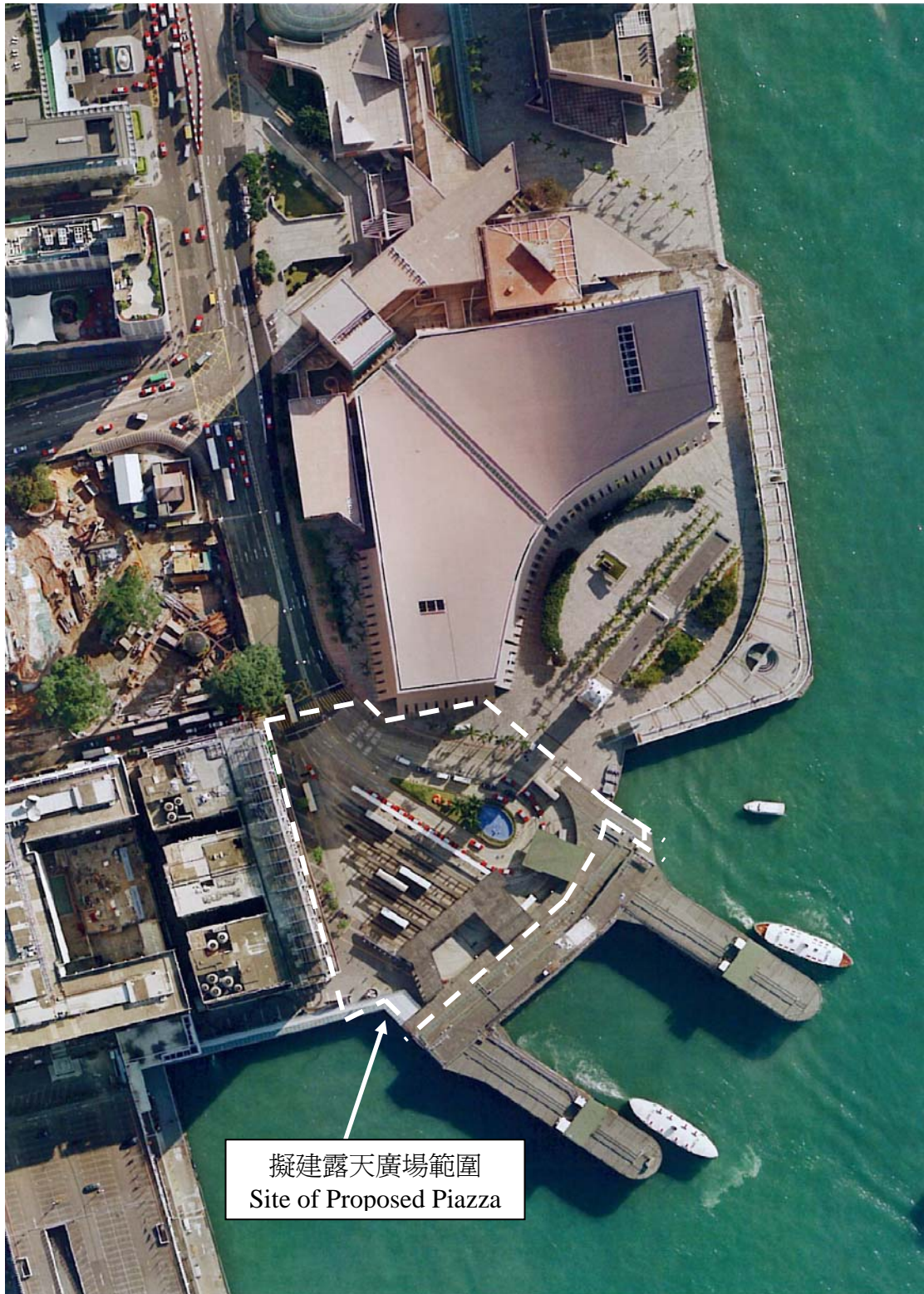
Government Departments

55. Environment, Transport and Works Bureau
56. Home Affairs Bureau
57. Housing, Planning and Lands Bureau
58. Architectural Services Department
59. Civil Engineering and Development Department
60. Efficiency Unit
61. Environmental Protection Department
62. Food and Environmental Hygiene Department
63. Highways Department
64. Home Affairs Department (Yau Tsim Mong District Office)
65. Hong Kong Police Force
66. Information Services Department (Brand HK Management Unit)
67. Lands Department
68. Leisure and Cultural Services Department
69. Marine Department
70. Planning Department
71. Transport Department

Location Plan of the Proposed Piazza in Tsim Sha Tsui



Photograph of Existing Site Proposed for Development of a Piazza



**Second Brainstorming: Possible Considerations for
Different Modes to Design, Build and Operate the Future Piazza**

(For reference only)

No matter the mode of having the Government to fund and manage the piazza project, or the private sector to fund and manage the project, each has its own advantages. The following are some possible considerations for different modes:

Mode	Design	Build	Operate
Government funds and manages	<ul style="list-style-type: none"> ● More room for public participation in concept formulation ● Not bounded by commercial considerations ● Using public money 	<ul style="list-style-type: none"> ● Not bounded by commercial considerations ● Using public money ● Longer delivery time 	<ul style="list-style-type: none"> ● Not bounded by commercial considerations ● Using public money ● Less flexible in future management ● Less community vitality
Private Sector funds and manages	<ul style="list-style-type: none"> ● Saving public money ● More capable of meeting market needs and trends ● More creativity ● Requiring business incentives to attract private participation ● Less room for public participation in concept formulation 	<ul style="list-style-type: none"> ● Saving public money ● Shorter delivery time ● Requiring business incentives to attract private participation 	<ul style="list-style-type: none"> ● Greater flexibility in management ● Government to establish monitoring mechanism, e.g. management committee, etc.

Second Brainstorming: Participants’ Comments/ Reasons for their Choices of Modes of Development and Management

**Note: frequency of such comments given*

Mode	Design	Build	Operate
<p>A. Government funds and manages</p>	<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>
<p>B. Government funds, private sector manages</p>	<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 Government and company • Loss borne by private company • More flexibility

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Mode	Design	Build	Operate
C. Private sector funds and manages	<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 • Government has the final say on the design and 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. 		
D. Government and private sector jointly fund and manage	<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 • Government is 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 Government 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 and 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 Government requirements 		
E. Others (not choosing A to D above)	<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