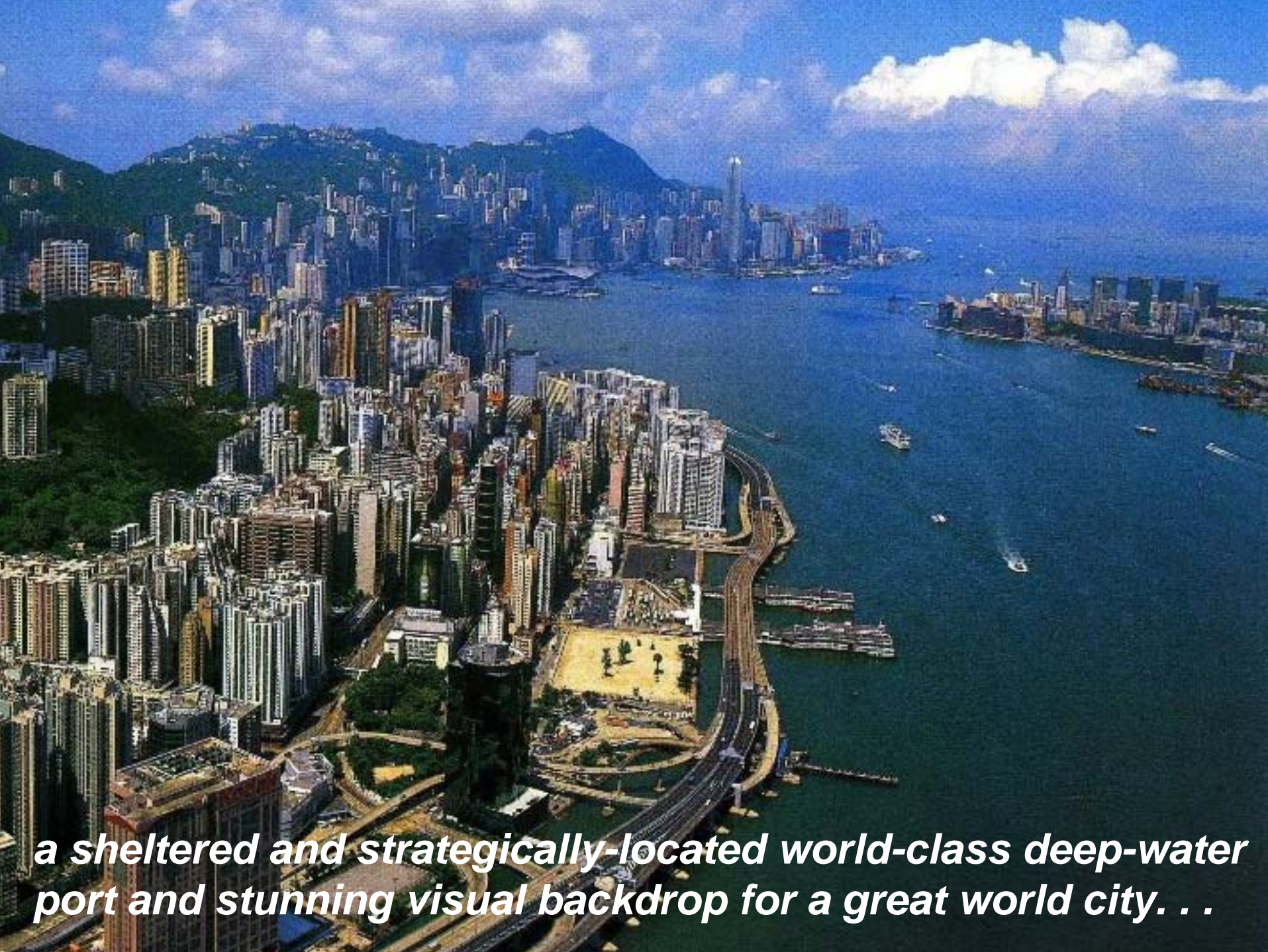




Regenerating Hong Kong's Harbour



a sheltered and strategically-located world-class deep-water port and stunning visual backdrop for a great world city. . .

The Urban Land Institute

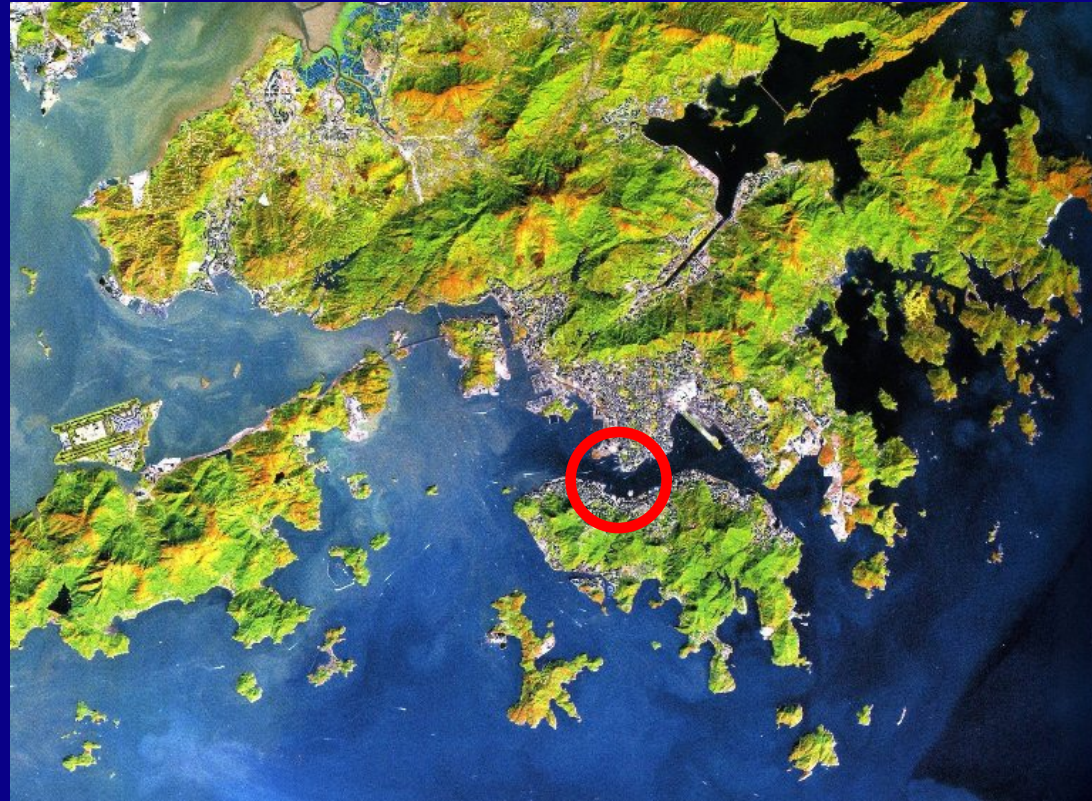
- Non-profit research and education organization
- Founded in 1936
- More than 25,000 members worldwide
- Represents the entire spectrum of land use and real estate development
- Mission is to provide responsible leadership in the use of land to enhance the total environment

Advisory Services Panel

- **Marilyn Jordan Taylor**
 - Chairman, ULI and Partner, SOM
- **Richard Rosan**
 - President, ULI
- **Gayle Berens**
 - Vice President Real Estate Development Practice, ULI
- **Miguel Sodupe**
 - Managing Director, Barcelona Regional
- **Sarah Allan**
 - Enabling Advisor, Commission for Architecture & the Built Environment (CABE)
- **Evan Rose**
 - Principal, SMWM
- **Sean Chuan-Sheng Chiao**
 - Principal and Regional Director, EDAW

The Harbour *is* . . .

- Mobility
- Space that allows density
- Light and air that free the spirit
- The heart of everyday activity
- Core of the region



The Harbour *is* . . .

- A protected place
- Authentic Hong Kong
- “the reasonable expectation of pleasure”



1. The Harbour *is* Hong Kong

- The Harbour is history, legacy and continuity



The Harbour *is* Hong Kong

- The Harbour is the heart of HK's global identity and the source of its competitive advantage



The Harbour *is* Hong Kong

- “Think value rather than price”



The Harbour *is* Hong Kong

- Each new waterfront development should be considered as an activity to enhance the harbor's quality and accessibility for HK citizens



2. The Time for Vision is NOW!

- Establish a compelling and clear vision
- Prioritize the waterfront
- Make it holistic and inclusive
- Include long-term aspirations and a specific guide for decision-making

The Time for Vision is NOW!

- Create easy, safe, and direct pedestrian access from every neighborhood



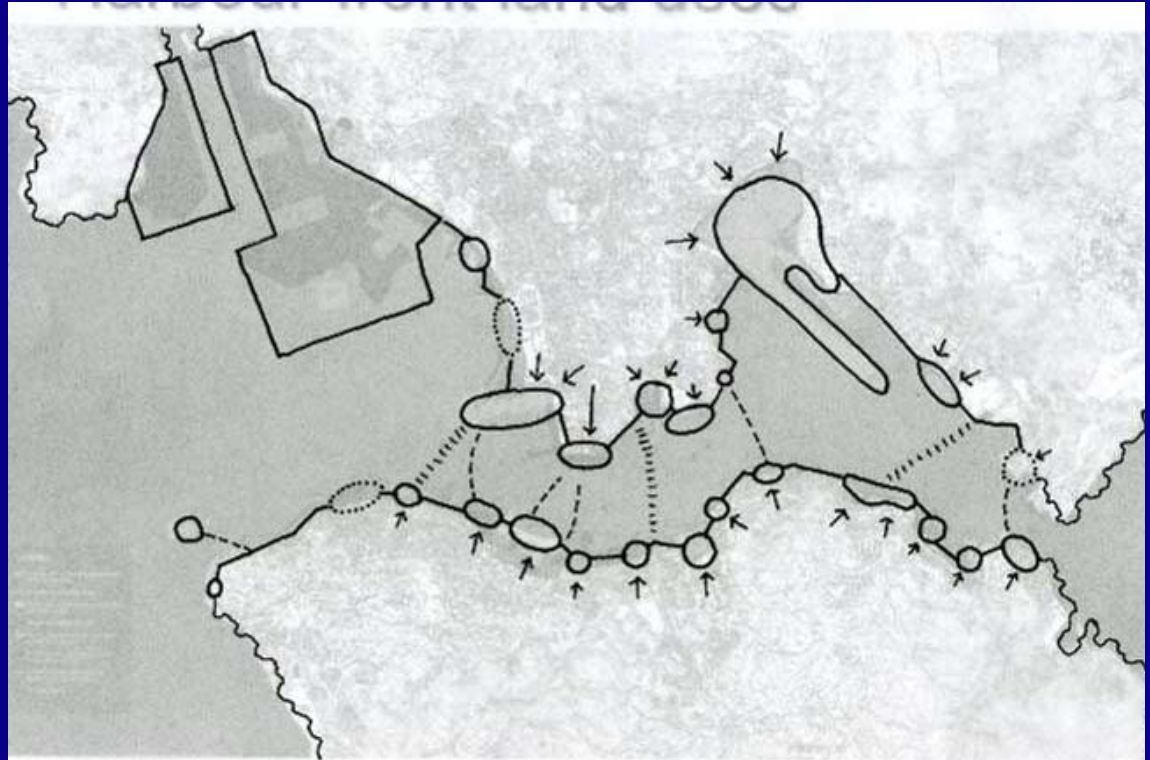
The Time for Vision is NOW!

- Build a waterfront of human scale



The Time for Vision is NOW!

- Plan for a “String of Opportunities” that invite people to the water, relate to adjacent neighborhoods, and engage the waterfront



The Time for Vision is NOW!

- Clean the harbour



The Time for Vision is NOW!



- “Be Hong Kong”

The Time for Vision is NOW!

- Demand the best design



The Time for Vision is NOW!

- Get close to the water



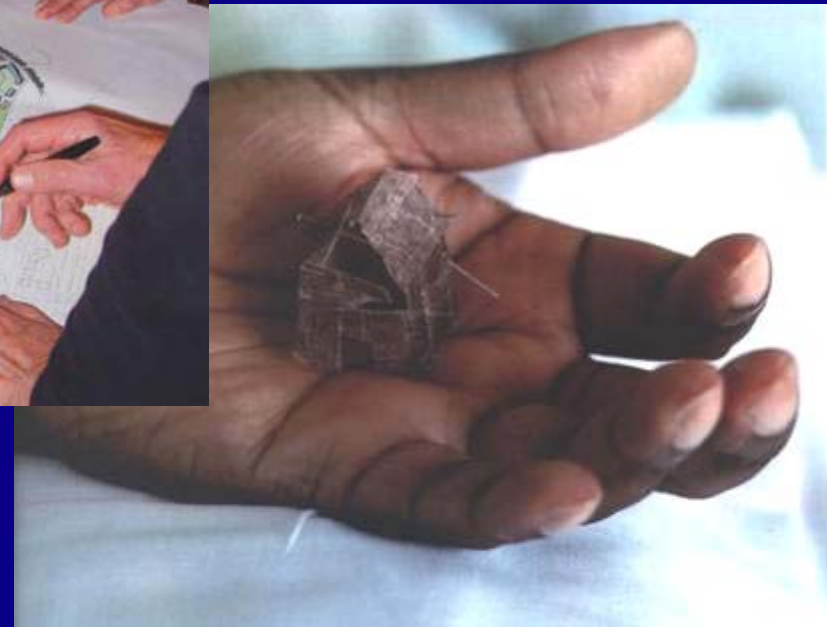
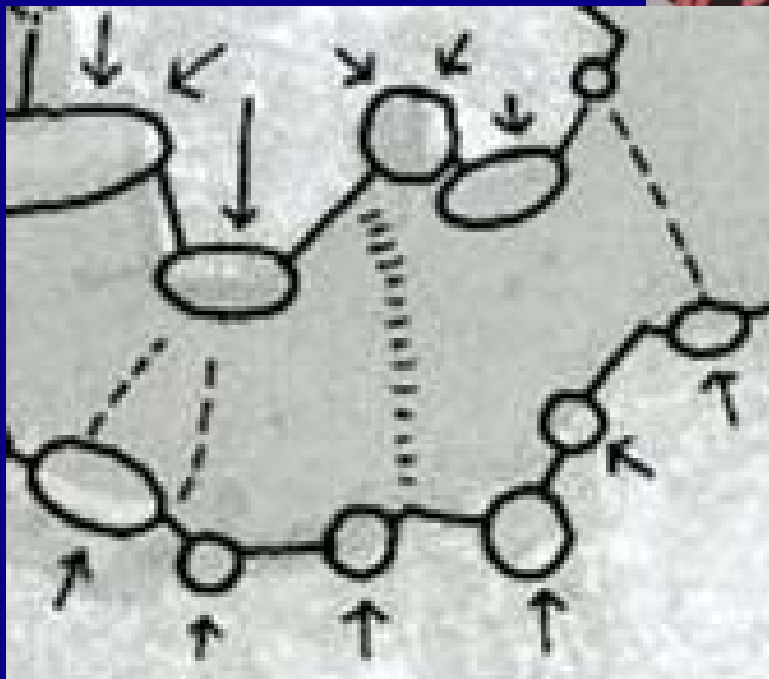
The Time for Vision is NOW!

- Encourage a variety of places, activities, and experiences



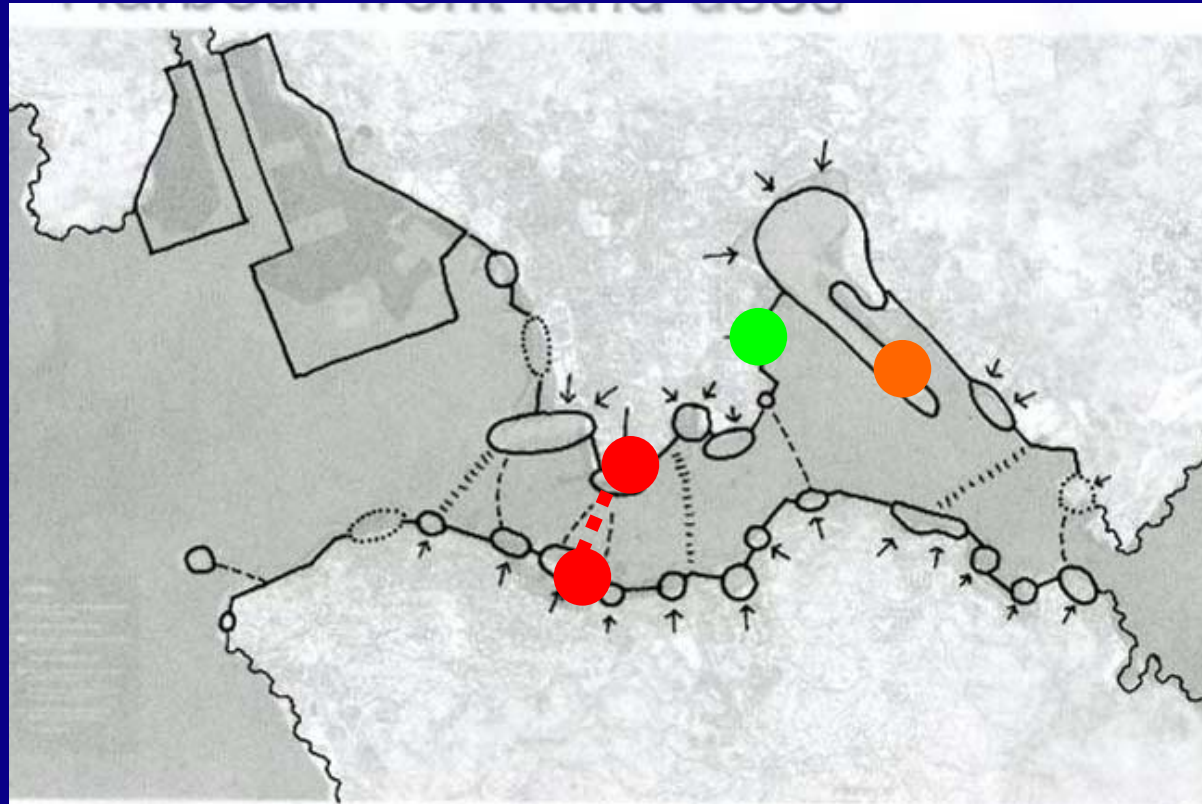
3. Think Big, Start Small

Build trust with the residents of Hong Kong through engagement and participation in early “win” projects



Think Big, Start Small

- Create early win projects



Think Big, Start Small

- Places for people



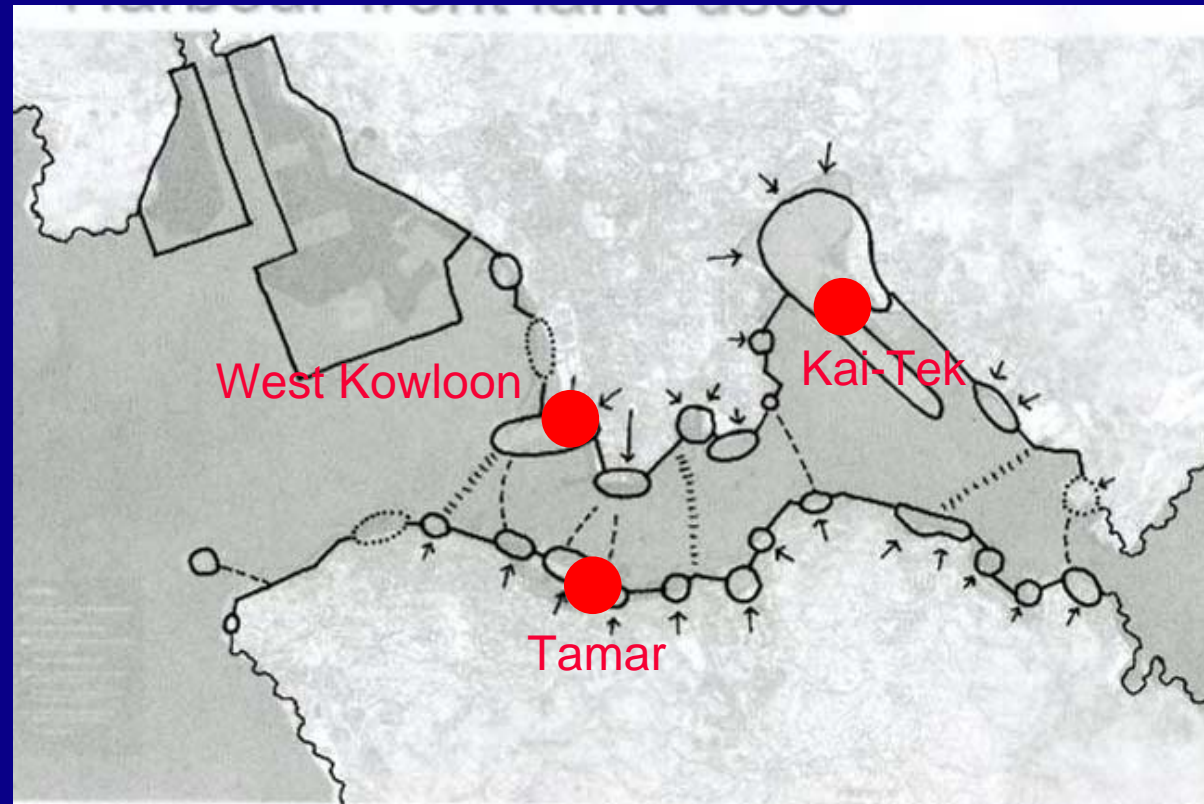
Think Big, Start Small



- Challenge perceptions

Think Big

- Make the 3 big projects serve the vision



4. Make the Harbour a Priority

- Implementing the vision requires an efficient delivery system
- Develop a holistic plan for the waterfront
- Embrace an inclusive process
- Establish an entity with authority to execute the vision and the plan

Make the Harbour a Priority

Some models for such an agency:

- A Harbour Development Authority
- A Harbour Development Agency
- A specially appointed official, in essence, a czar
- A commission

5. Find a Design Champion

- A strong vision needs a strong leader to implement it
- He or she must have a passion for high quality design and development
- Must be a leader, a spokesperson, an arbiter, an inspiration
- Must pay attention to all aspects of development—particularly the details of the implementation of the design

Find a Design Champion

- Tom Murphy,
Mayor,
Pittsburgh,
Pennsylvania,
USA



Find a Design Champion

- Sir Howard Bernstein,
Chief Executive
Manchester
City Council



Find a Design Champion

- Josep Acebillo, former Chief Architect of Barcelona City Council



Five Recommendations

1. The Harbour *is* Hong Kong
2. The time for Vision is NOW!
3. Think big, Start small
4. Make the Harbour a priority
5. Empower a “Champion”