

# Harbour Business Forum Marine Study

Stakeholder Workshop #2,  
22 March 2011

# Introduction and Context

## Margaret Brooke

# Workshop Agenda

- 2.30 Welcome and Opening Remarks
- 2.35 Briefing on Marine Study & Breakout Sessions
- 3.00 Breakout Sessions – issues and ideas
- 4.00 Tea/coffee Break
- 4.15 Report back from breakout groups
- 4.45 Discussion of ideas and importance
- 5.15 Summing Up and Close

# Marine Study - Context

## The Marine Study

- builds on HBF's 2009 *Integrated Harbour Vision and Action Plan* (IHS)
- further expands HBF's database of existing assets and uses on and around Victoria Harbour, as an aid to future planning
- reinforces the need for a strategic and integrated approach to harbour planning and enhancement

# Relevance of the Study

- Recognises interdependence of land use and water use and the need for integrated planning
- Comprehensive “audit” of water-based uses and users, water/land interfaces, predominant land uses and committed projects around the harbourfront
- Data as base for planning and decision-making
- Harbour’s edge is now a finite resource, so interface between water and land uses must be planned carefully within an overall context
- Initial attempt to identify predominant future water and land uses around Victoria Harbour as a whole

# Purpose of Workshop #2

- To report headline findings of the Marine Study, which include:
  - existing and committed harbour uses, infrastructure assets and services
  - recommendations on how to secure water-dependent and related uses within the harbour whilst enhancing its attractiveness for residents and visitors
  - suggestions of possible enhancements within an integrated strategic planning framework
- To gather stakeholder input on implementation issues - what is needed to move forward – obstacles and enablers

# Victoria Harbour as a Harbour: Baseline Study

Stephen Bradley

# Baseline data

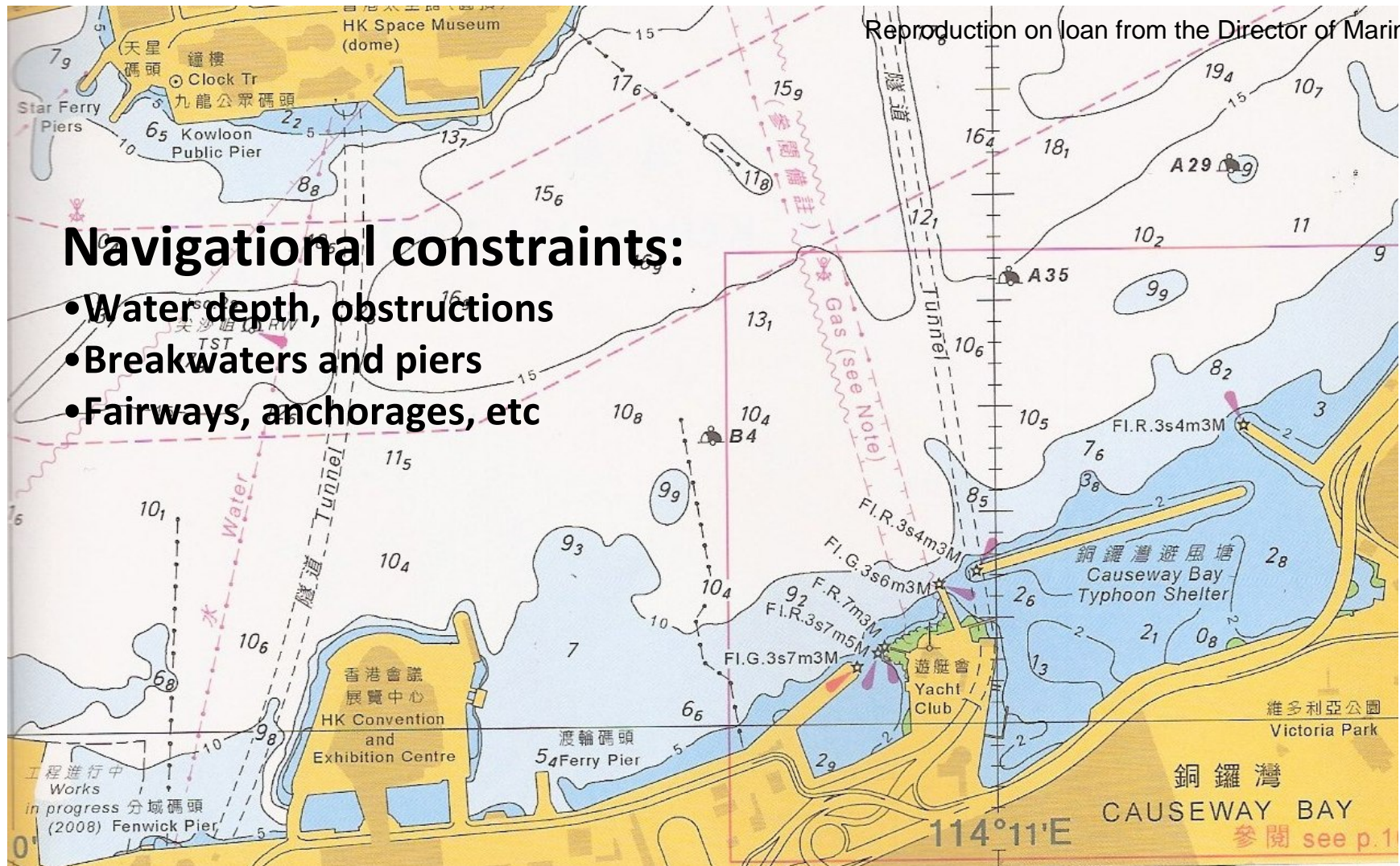
The Marine Study has delivered two searchable databases for public access:

- The interface between land and water around the harbourfront (quantified spreadsheet)
- Marine infrastructure and uses of water and adjacent land (Geographic Information System built on Google Earth plug-in)

These will be available through a new Victoria Harbour website



# The Harbour as a harbour



# Marine uses: classification

<b>Logistics &amp; Industrial</b>	<b>Municipal</b>	<b>Passenger Transport</b>	<b>Commercial</b>	<b>Recreation &amp; open space</b>
<b>Bulk &amp; break-bulk cargo transfer &amp; Outer Islands supplies</b>	<b>Customs &amp; Immigration; Marine Police; Fireboat; MarDep ops</b>	<b>Cross-boundary &amp; Outer-Islands ferry services</b>	<b>Cruise liner terminal services</b>	<b>Pleasure Boating and other Water Sports</b>
<b>Containerised cargo transfer (&amp; storage)</b>	<b>Waste recovery &amp; trans-shipment</b>	<b>Cross-harbour ferry services</b>	<b>Other marine services/ bunkering</b>	<b>Water-based Events</b>
<b>Fish Marketing</b>	<b>Dangerous Goods Vehicle Ferry</b>	<b>Water-taxi/ Water-bus services</b>		<b>Marine heritage exhibition &amp; conservation</b>
<b>Ship-and boat-building and repair</b>	<b>Drainage and water pumping</b>	<b>Pleasure boat charter/ excursions/ harbour tours</b>	<b>F&amp;B &amp; retail related to recreation &amp; open space</b>	<b>Natural coastline &amp; waterfront promenade</b>

# Victoria Harbour stats

<b>Annual figures 2009</b>	<b>'000s</b>
Ocean Cargo Vessel arrivals	30.684
Ocean Passenger Vessel arrivals	2.473
River Cargo Vessel arrivals	89.750
River Passenger Vessel arrivals	82.598
<b>Cargo throughput ('000 tonnes)</b>	<b>242,967</b>
<b>Hong Kong Container throughput ('000 tonnes)</b>	<b>21,040</b>
<b>World comparisons:</b>	
Singapore Container throughput ('000 tonnes)	25,867
Shanghai Container throughput ('000 tonnes)	25,002
Shenzen Container throughput ('000 tonnes)	18,250

Source: Marine Department website

# Some local trends

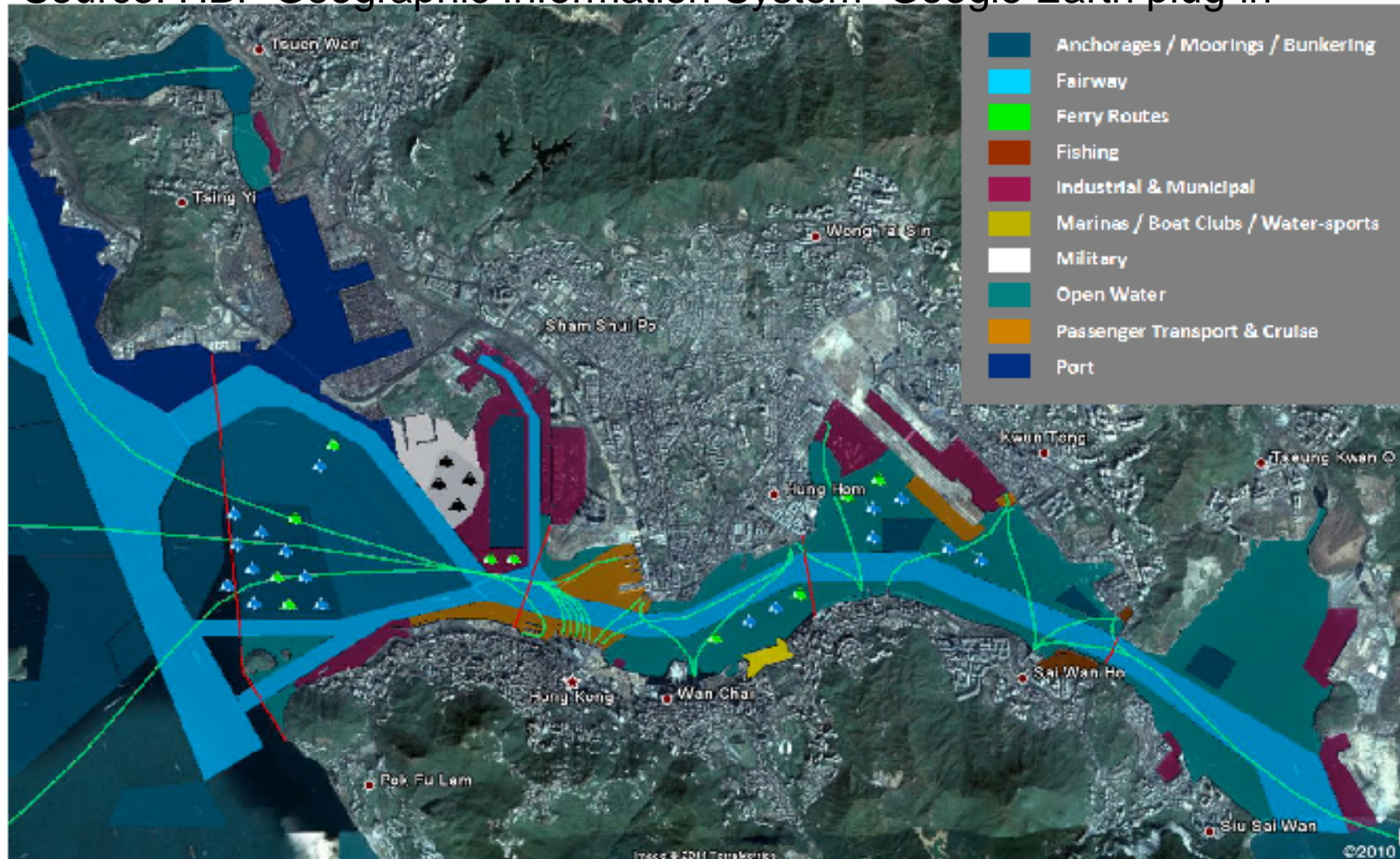
	2004	2009	Change
Cross-boundary Ferry passengers	19.28mill.	22.25mill.	+15.4%
Total intra-HKSAR ferry passenger traffic	79mill. appr	51mill. appr	<b>-35.4%</b>
<b>Cross-Harbour Ferry passengers</b>	<b>32.64mill.</b>	<b>28.64mill.</b>	<b>-11.6%</b>
Vehicle ferry crossings	29,812	31,548	+5.8%
<b>Pleasure Vessels excl sampans</b>	<b>ca. 5,300</b>	<b>6,473</b>	<b>+22.1%</b>
<b>Private Mooring buoys</b>	<b>2,009</b>	<b>1,862</b>	<b>-7.3%</b>
PCWA licenceable frontage (metres)	7,044	6,672	<b>-5.3%</b>

Source: Transport Department and Marine Department websites

PCWA frontage will reduce by a further 26% on closure of Kwun Tong and Cha Kwo Ling

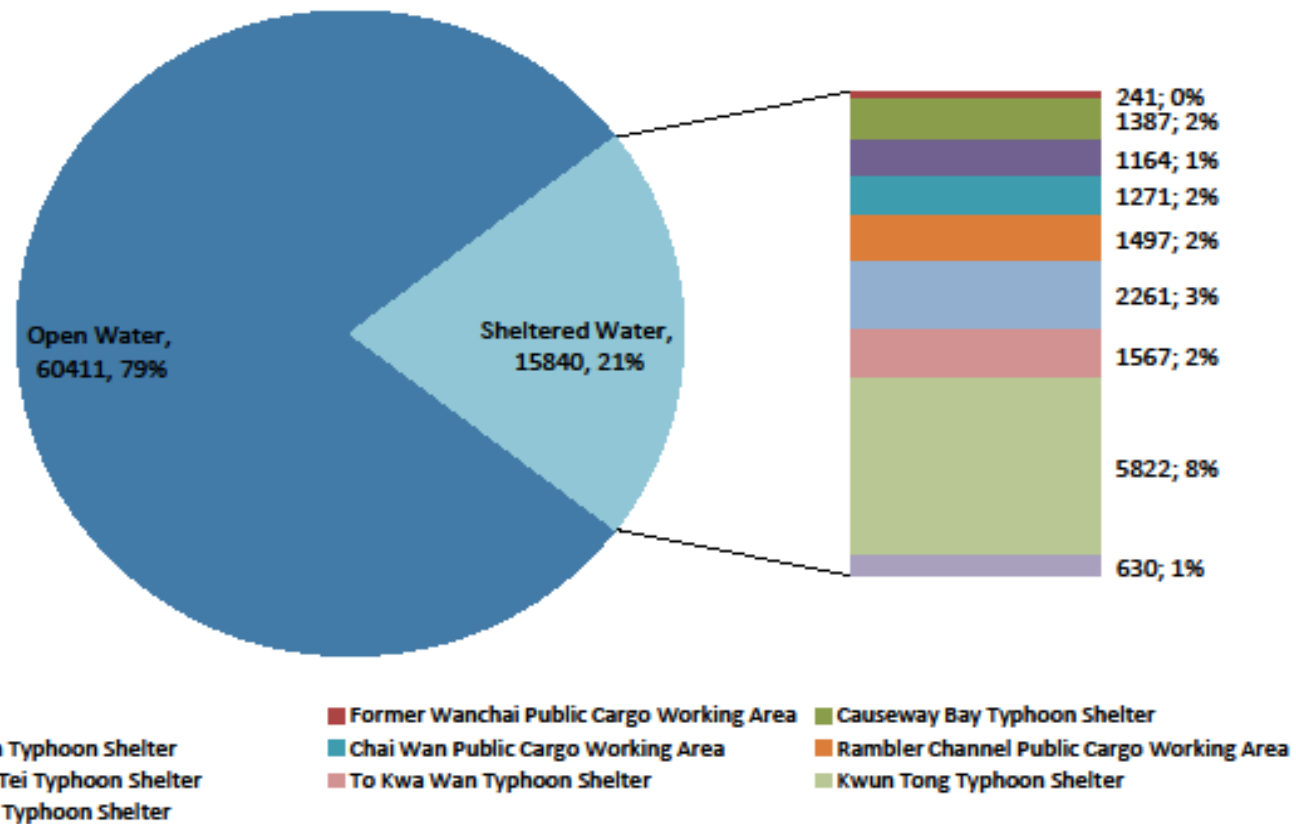
# Existing Water Use

Source: HBF Geographic Information System- Google Earth plug-in



# Sheltered Waterfront – Existing

Source: HBF database of waterfront length;  
Includes Chai Wan



# Some more statistics

- Victoria Harbour waterfront is 72.1km. (excluding Green Island), of which:
  - 14.6km (20%) fronts sheltered water (excl Chai Wan)
  - 10.6km (14.8%) is Kwai Tsing container port frontage
  - 12.6km (17.5%) is currently used for non-port logistics, commercial and industrial purposes (current committed changes reduce this to 8.5km. by 2015)
  - 27.2km (ca.38%) of the total waterfront is committed to be public promenade or park by 2015 (including Central/Wanchai reclamation, Kai Tak, Kwun Tong)

# WDRU definition

**WDRU =**

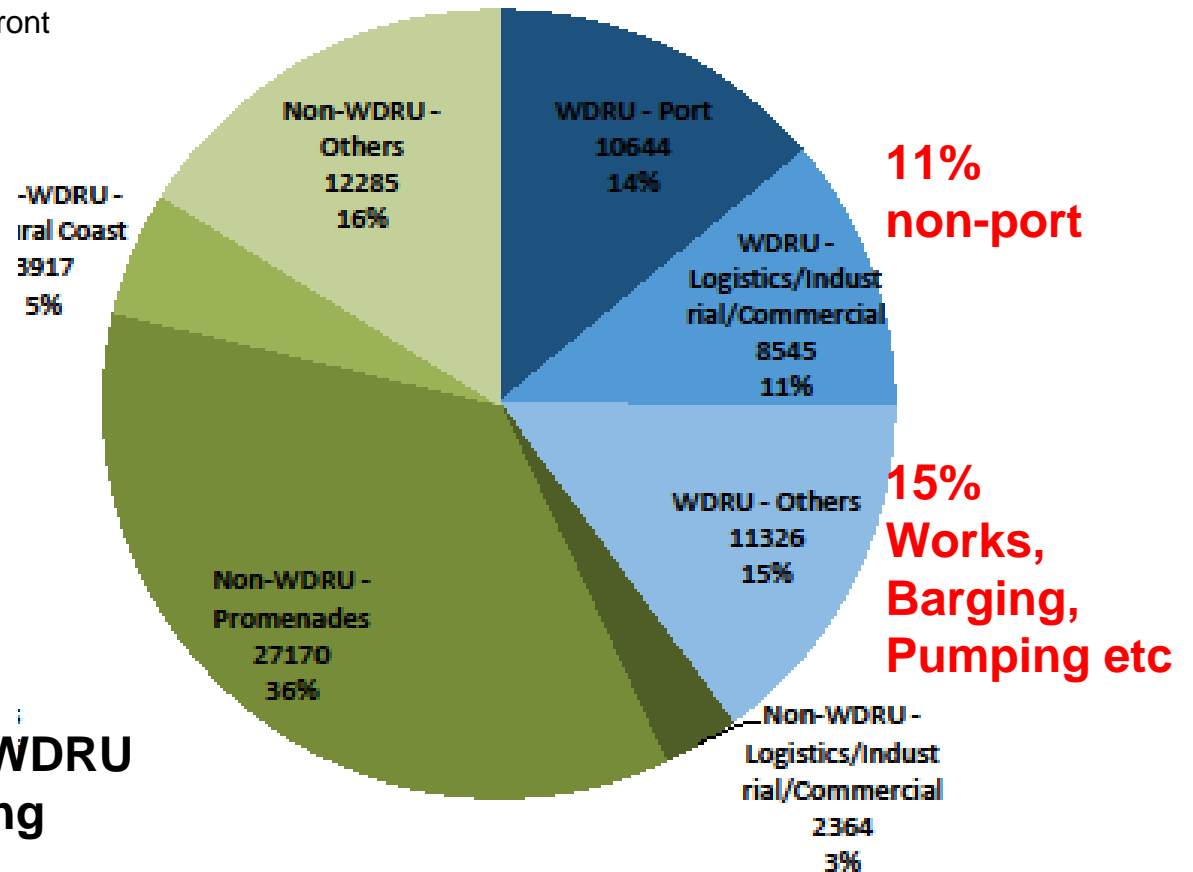
**Water-Dependent & Water-Related Use**

What **MUST** and what **SHOULD** be on and adjacent to Victoria Harbour



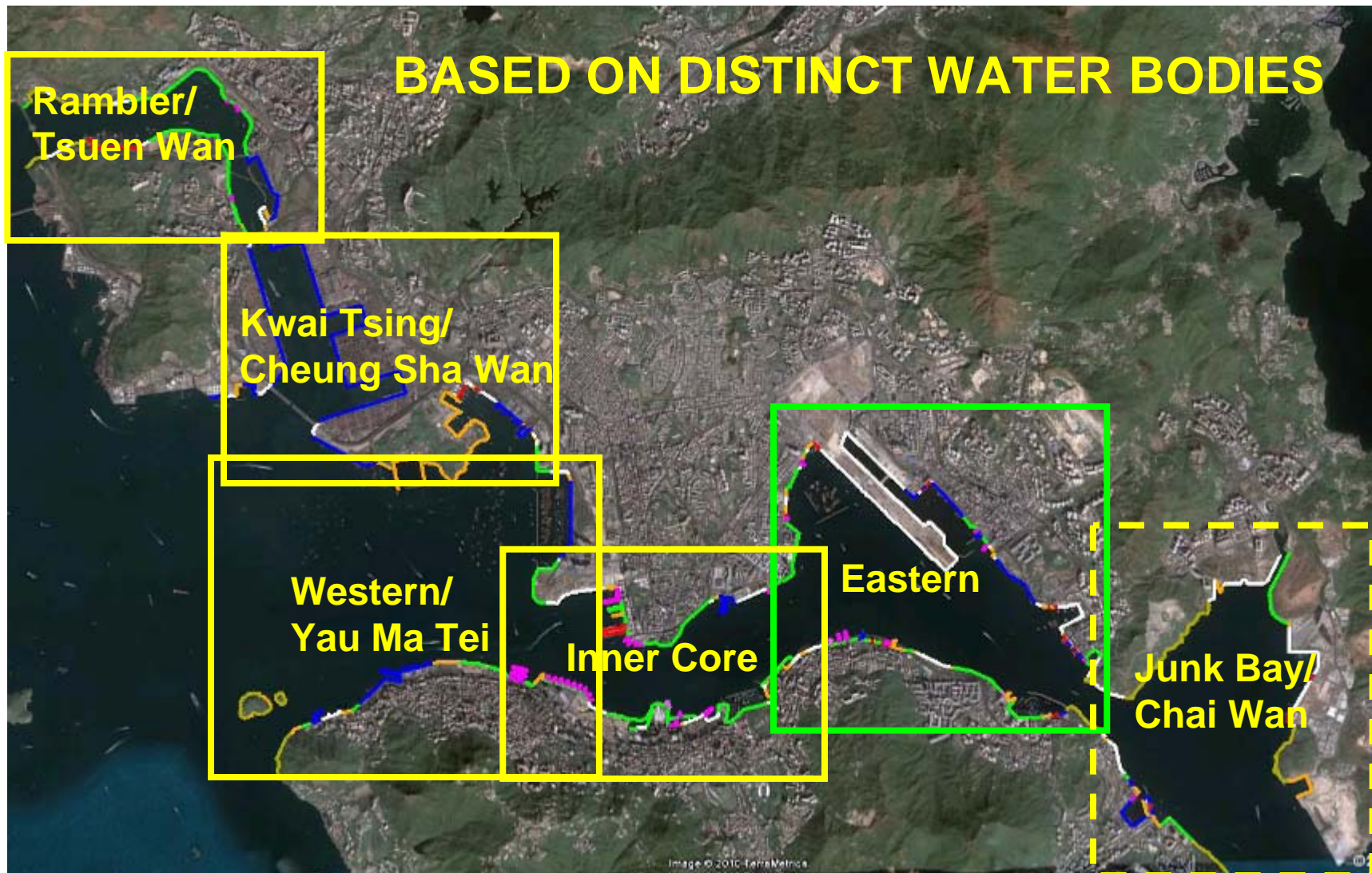
# Waterfront Uses - existing

Source: HBF database;  
Non-WDRU includes Wholesale Food Markets  
Includes Heng Fa Chuen/ ChaiWan waterfront

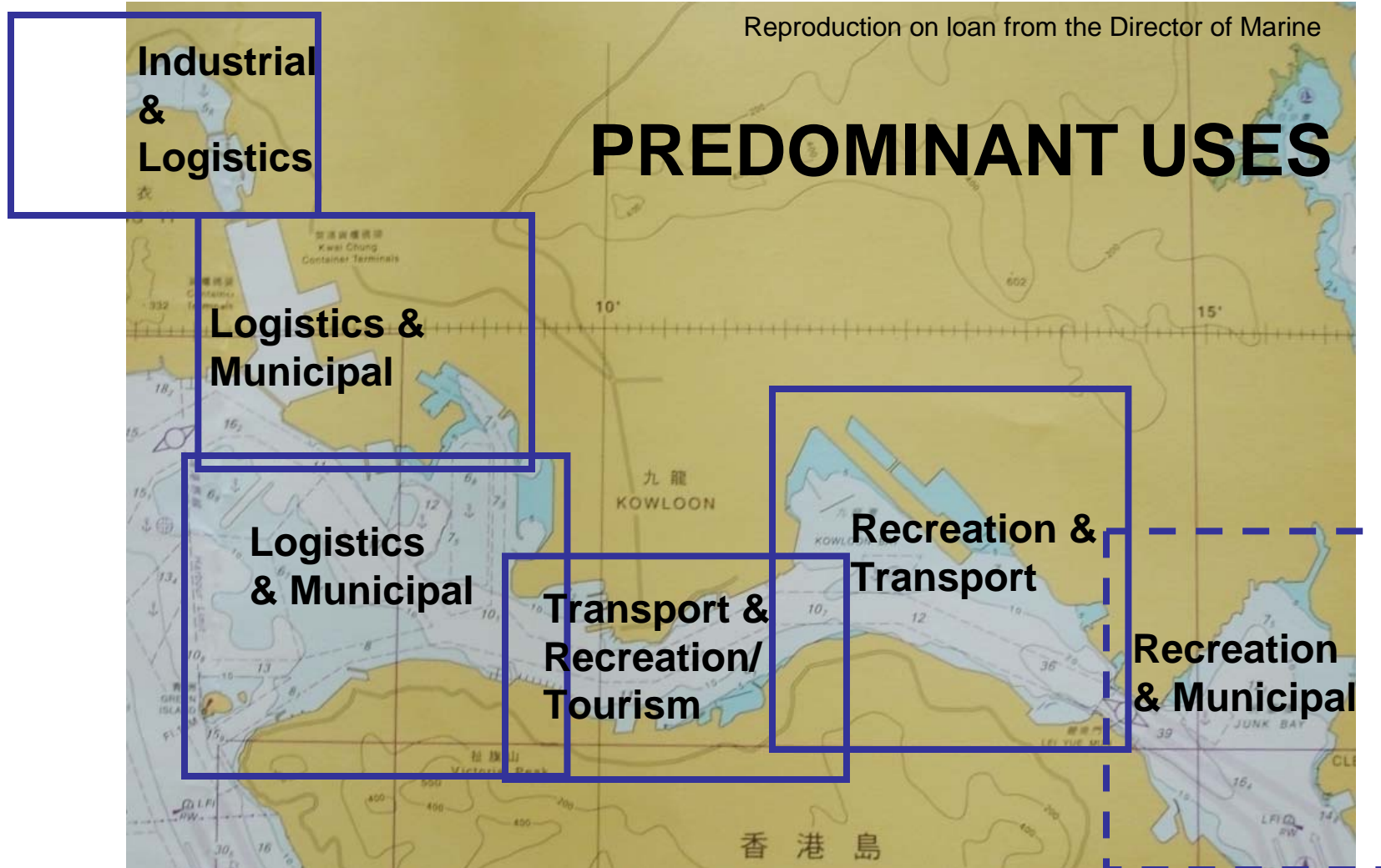


**Balance of WDRU vs. non-WDRU waterfront zoning as existing**

# Harbour subdivisions



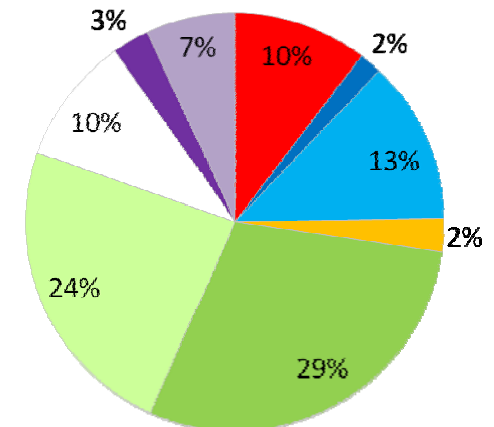
# “Harbour Zones”- suggested



# Eastern: land-water interfaces



## Predominant uses



N.B. Kwun Tong frontage to become recreation/open space 2012;  
Cha Kwo Ling frontage will be construction site for T2 highway

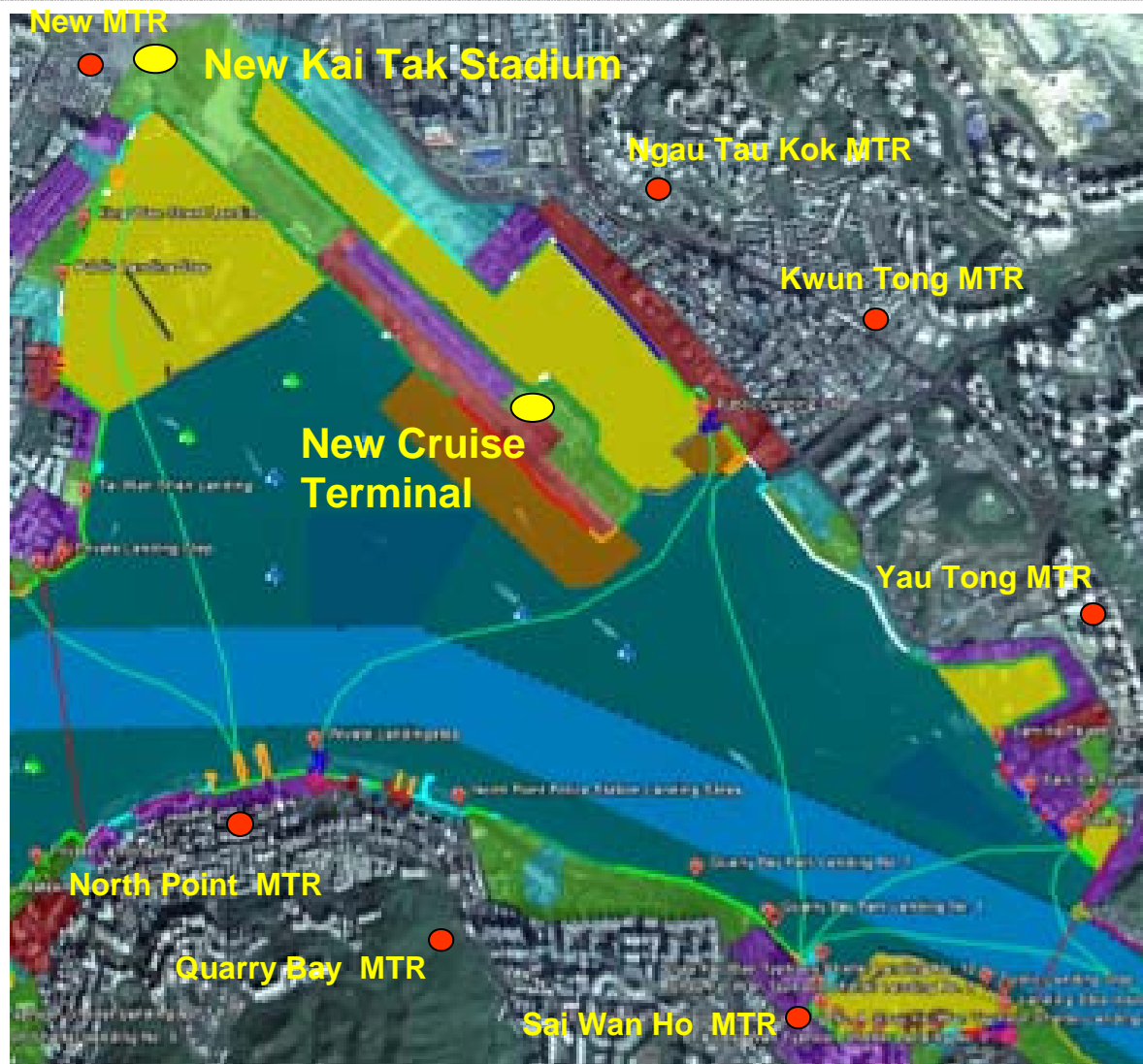
### Total water frontage

- 22.3km including piers

### Infrastructure

- 6 ferry piers
- 4 vehicle piers
- 3 public piers
- 4 private piers
- 5 government piers
- 24 landing steps

# Eastern: water-land opportunities



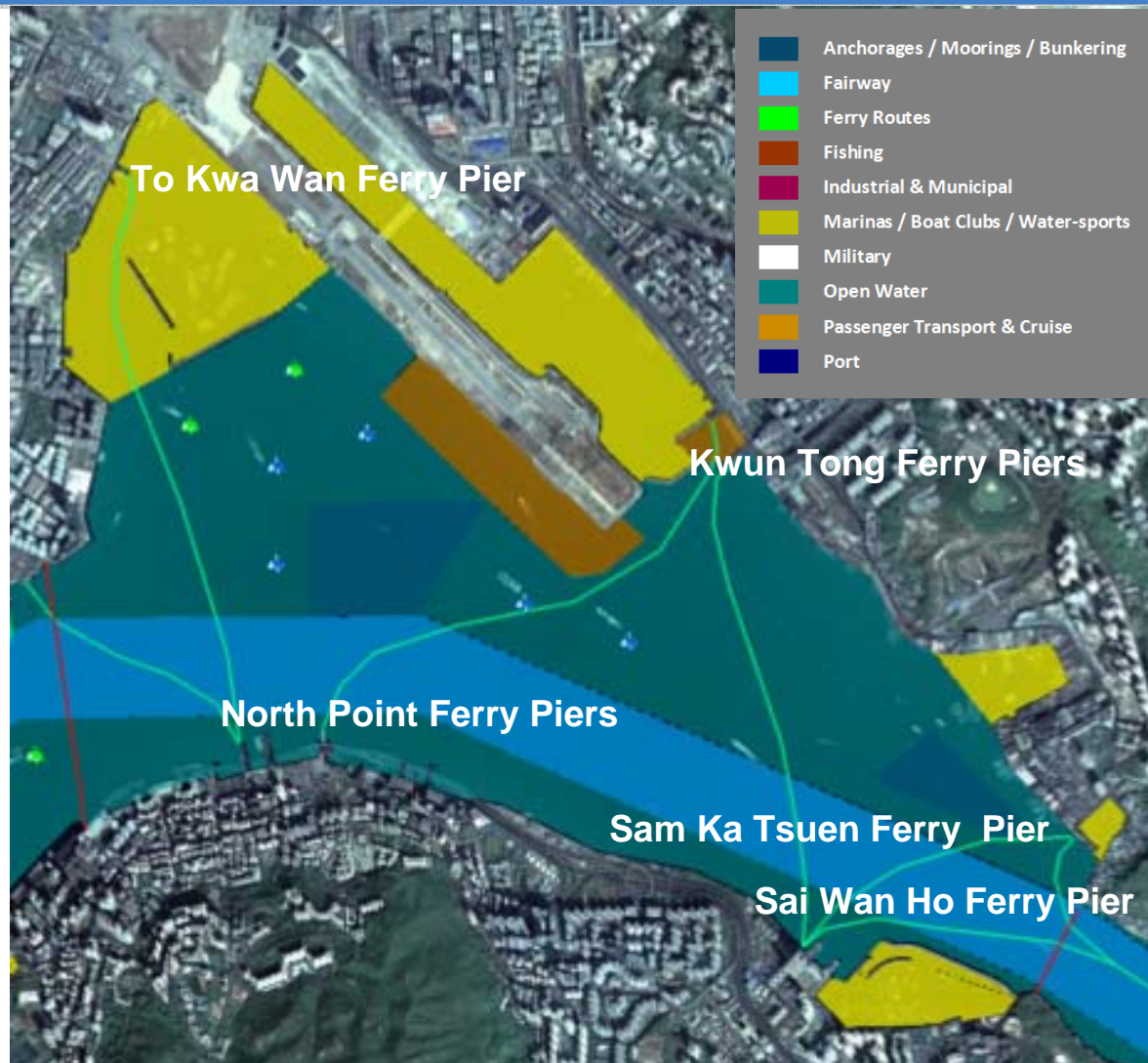
Integrated land and water use planning would achieve:

interdependence between activities on the water and the adjacent harbourfront;

and

improved accessibility and connectivity through flexible and efficient water transport, better integrated with other public transport.

# Eastern: potential water zoning



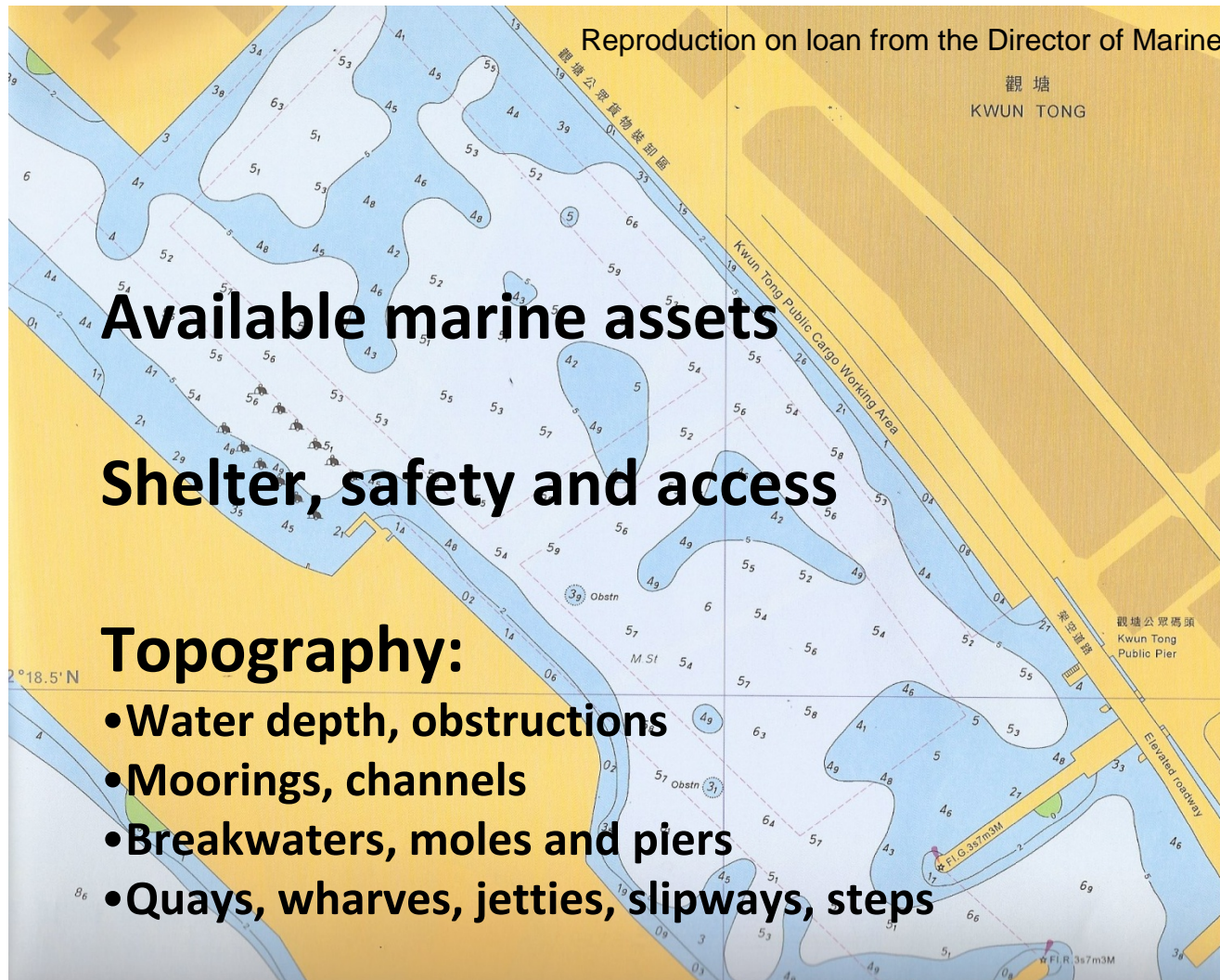
## Suggestions:

Zoning for Recreation and Passenger Transportation (across and along harbour)

Sheltered water capable of being used more intensively and to provide improved facilities for pleasure vessels, watersports, marine heritage, water event venues etc

Subject to maintaining sufficient safe haven in typhoons

# Detail matters



# Importance of Integrated Land/Water Strategic Framework

Stephen Bradley



# Implementation

The approach advocated by the Integrated Harbour Study comprises six components, all of them necessary but not sufficient on their own:

1. Government policy commitment to prioritise the harbour
2. A Vision to unite all stakeholders in a common goal and agreed objectives
3. A strategic plan to show how the Vision will be realised
4. A strategic framework to clarify how actions on the ground link back to the vision and vice-versa
5. The establishment of an overarching responsible body, with resources, authority and accountability
6. Changes to the planning and delivery system to support the implementation of the strategic plan and provide the responsible body with management tools

# Terminology

## **Strategic Plan:**

- Vision & priorities; analysis of gap between existing baseline & ideal;
- Action plans including Programmes, Policies and Guidelines & key Projects

## **Vision:**

- Concise declaration of aims & aspirations for the future of the Harbour

## **Priorities:**

- The most important aspects of the HBF Integrated Harbour Vision

## **Initiatives:**

- Set of planned actions to implement one or more of the Priorities

## **Programme:**

- Delivers capability for change, coordinating projects and processes for desired “outcomes”;
- A set of inter-related projects, each of which delivers a desired “output”

## **Project:**

- A time-limited enterprise or endeavour to deliver a desired output (in a specific place)

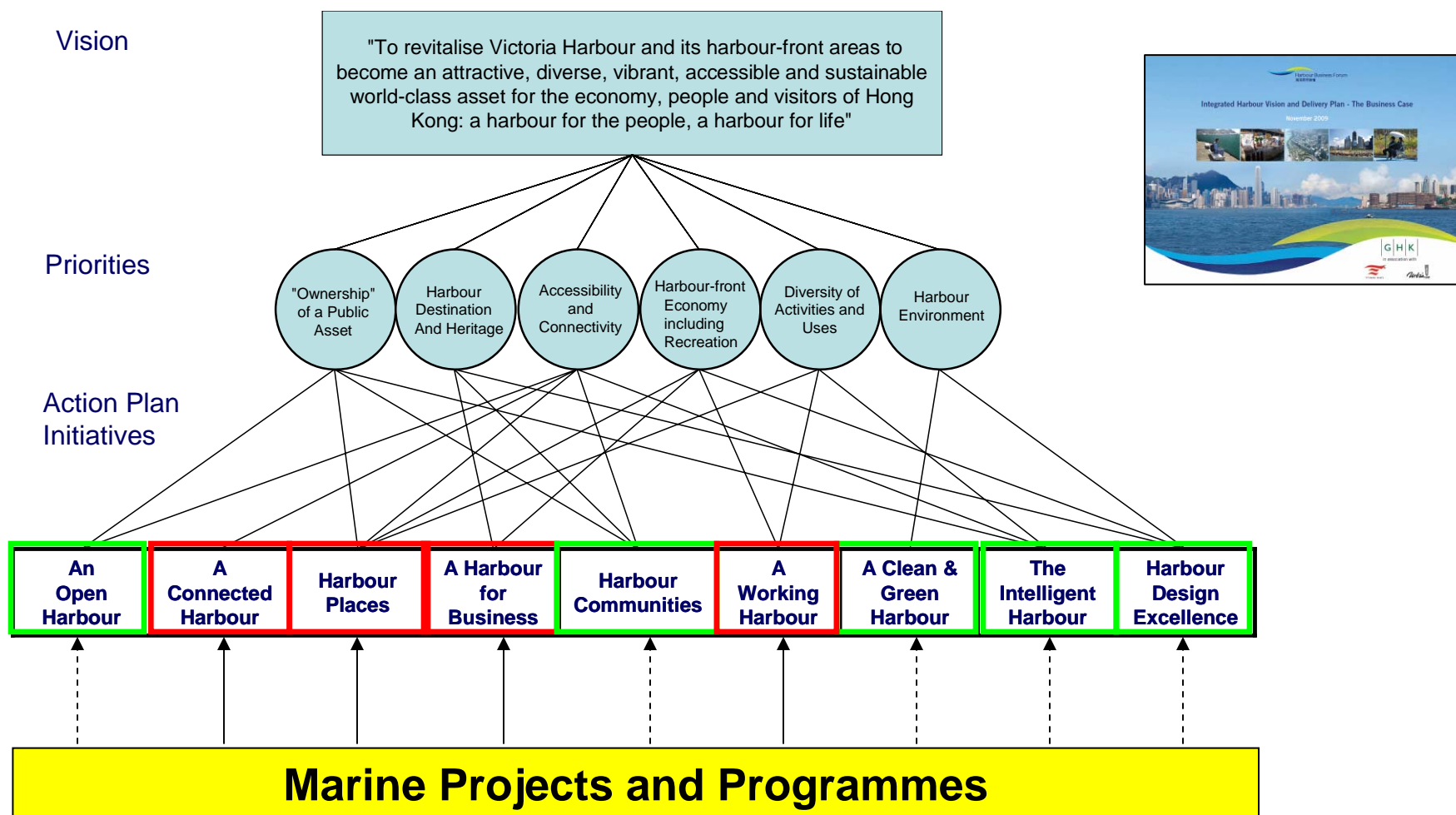
## **Master Plan:**

- Spatial Visualisation of how Strategic Plan can be implemented
- Geographic relationship of Projects
- Concept plans, cost estimates and time schedules

## **Project Cycle:**

- Rationale-Objectives-Appraisal-Monitoring-Evaluation-Feedback....

# Strategic Framework



- The Marine Study is a linear progression from the Integrated Harbour Vision and Delivery Plan
  - our first Workshop focused on W/D and W/R uses and ideas to enhance vibrancy and diversity within the Harbour
  - After further analysis and assessment of ideas generated, a list of tentative programmes has been derived

# Enhancement Ideas - Longlist

## **Water Taxis/hopper waterbus services**

- -prototype new landing place (West Kowloon; Kwun Tong, Admiralty)
- -new types of taxi/hopper watercraft
- -ticketing facilities

## **Heritage destinations**

- Historic ship centre (basin or dry dock) and associated exhibition space/Maritime museum
- Harbour Heritage Education centre- Ferry heritage exhibition
- Fishermans wharf heritage destination
- Maritime environment education centre

## **Pier regeneration and waterside commercial amenity**

- Fenwick Pier/ Fleet arcade regeneration;
- North Point market and retail market
- Western Wholesale Food Market regeneration
- West Quarry Bay Park – harbourfront commerce/amenities/visitor attraction

## **Water-based Events & facilities**

- Open-air auditorium with floating stage and support facilities, ticketing, toilets
- Boat shelter and hardstanding for visiting yachts at Wanchai ex PCWA
- “Race Village” venue and facilities for competitors, support, spectators, press and sponsors

## **Watersports and facilities**

- Rowing/paddlesports competition course/arena and boathouse at Kai Tak
- Community watersports- slipway and shore facilities at Kwun Tong or To Kwa Wan, Tseung Kwan O
- New marina/ Pleasure boat moorings at Yau Tong, Kwun Tong, To Kwa Wan, Yau Ma Tei

## **Working Harbour rationalisation**

- Waste recovery and transshipment (logistics) centre – Rambler, Western, Stonecutters?

## **Linked waterfront promenades**

- Pedestrian and Cycle track under IEC
- Coastal path at Sulphur Channel
- Coastal path at Shau Kei Wan to Heng Fa Chuen ( plus Lei Yue Mun bridge?)

# Screening of Ideas

The ideas and suggestions raised by stakeholders were screened on the basis of:

- Water dependency or water-relatedness
- Enhancement of Victoria Harbour as a harbour
- Degree of fit within Strategic Framework
  - contribution to HBF Vision and Priorities
  - pursuant to one or more HBF Initiatives

# 6 Tentative Programmes

The following are tentative exemplar programmes to be used to test how improvements in the Harbour can be implemented:

- Rationalisation of Working Harbour
- Pleasure Boat Facilities
- Flexible Water-borne Passenger Transport
- Maritime Heritage in Victoria Harbour
- Revitalisation of Piers
- Water Events Arenas and Facilities

# 1. Rationalisation of Working Harbour

## Programme purpose:

- *to rationalize the use of existing quaysides and wharves in Victoria Harbour, to provide a better relationship with the planned character of adjacent hinterland and adjacent water body.*

## Potential Sub-projects:

- Revise layout and equipment and tenure arrangements at PCWAs in Western Harbour
- Western and Nam Cheong Wholesale Food market sites explored to create a more efficient waste collection and transfer centre on Kowloon side and Island side.
- Retention of existing shipyard slipways and docks should be enforced and their productive use and re-use should be encouraged through business stimuli and incentives.

## Timeline

- **2014-2015:** delivery of enabling works and public waste transfer centre;



Image: Victoria Harbour Cargo Working Area; no copyright

## Benefits

- Productive re-use of marine infrastructure
- Sustainable goods distribution (including fish and construction materials) across and around the harbour
- Minimised environmental costs of waste recovery
- Well-located space for municipal operations (eg Marine Police, Fire and MarDep)



## 2. Pleasure Boat Facilities in the Harbour

### Programme purpose:

- *to deliver safe mooring and easy access to a wide range of pleasure boats in Victoria Harbour,*

### Potential Sub-projects:

- piled pontoons
- dredging and additional breakwater;
- hardstandings, boat lifts, slipways, racking;
- road access and parking;
- clubhouse facilities; boat repair facilities

### Potential locations:

- Marina facilities in Kwun Tong; Yau Tong Bay
- Intensified mooring in typhoon shelters at Causeway Bay, To Kwa Wan; Sam Ka Tsuen and Yau Ma Tei.
- “SuperYacht” centre close to immigration facilities and the commercial city centre

### Potential timeline;

- **2014-2015:** Delivery of pilot project including facilities and enabling engineering



Image: Auckland Harbour urban marina; by courtesy of Urbis

### Benefits:

- Increased public access to pleasure boats, of all sizes for people of all income brackets
- revenue generation and job creation through the fostering of small-scale enterprise
- increase vibrancy and visual attraction at the harbourfront
- quality of life benefits; improved access, enjoyment and usage of public open space

# 3. Flexible Water Passenger Transport

## Programme purpose:

- *to provide flexible, energy-efficient and environmentally-friendly water transport along and around the harbour to increase connections and quality of service for users.*

## Potential Sub-projects:

- water taxis, waterbus “hopper” services, smaller ferries and harbour tours
- safe landing places including lighting and shelter;
- accreditation of alternative watercraft;
- ordinance change and design management;
- ticket sales facilities and information services;
- competition framework and subvention

## Potential locations:

- WKCD; Kai Tak stadium, Kai Tak cruise terminal;
- Central; Wanchai; TST; Hung Hom, North Point
- Lei Yue Mun and Kwun Tong;

## Potential timeline:

- 2013-2014: Delivery of pilot project including enabling legislation, procedures and engineering



Composite image: Sydney Harbour; Courtesy of Stephen Bradley

## Benefits:

- increase of accessibility to important destinations for residents, commuters and visitors;
- reduce journey distances, energy consumption and pollution
- revenue generation and job creation, fostering small-scale enterprise
- improved access, enjoyment and usage of public open space

## 4. Maritime Heritage

### Programme purpose:

- *to preserve, display and interpret the maritime cultural heritage of Hong Kong in a highly visible way to create a major attraction and destination in Victoria Harbour.*

### Potential Sub-projects:

- dry dock or boat basin;
- procurement and restoration of historic vessels;
- visitor amenities; repair and conservation facilities.

### Potential locations:

- Central Waterfront or Wanchai waterfront;
- Yau Tong or West Kowloon

### Potential timeline;

- **2013-2015: engineering works**
- **2015:** exhibition of historic vessels



Image: National Maritime Museum, Sydney; no copyright

### Benefits:

- major attraction for the public to the Harbour, bringing vibrancy, distinctive identity and educational benefit
- stimulate related commercial activities including water passenger transport and small-scale food and beverage
- revenue generation and job creation through the fostering of small-scale enterprise and craftsman skills

# 5. Revitalisation of Piers

## Programme Purpose:

- *to encourage greater use of piers for public enjoyment and small-scale commercial activity, attracting people to the waterfront.*

## Potential Sub-projects:

- institutional changes;
- procurement of creative property management for branding and animation;
- place-specific projects for adaptive re-use

## Potential locations:

- Western Wholesale Food Market Piers;
- North Point Piers; Hung Hom “Station Pier” (ex KCRC); Kwun Tong Pier; To Kwa Wan Pier; Sam Ka Tsuen Pier; relocated Queen’s Pier;
- new piers at West Kowloon and Kai Tak Cruise Terminal.

## Potential timeline;

- **2013-2014:** Delivery of pilot project including enabling legislation & engineering



Image: Darling Harbour, Sydney; courtesy of Peter Cookson Smith

## Benefits:

- community space and distinctive destinations for citizens and visitors
- financial support and increased business to ferry operations;
- increase of vibrancy at the harbourfront;
- regeneration of currently unattractive and utilitarian structures;
- revenue generation and job creation through the fostering of small-scale enterprise

# 6. Water Events Arenas and Facilities

## Programme Purpose:

- *to provide arenas and facilities enabling the promotion of cultural and sporting events on the Harbour.*

## Potential Sub-projects:

- venues and infrastructure for dragon-boat racing; cross-harbour swim; rowing and canoe/kayak racing; “harbour day” pageants and heritage ship regattas; major yacht race stopovers/regattas; fireworks displays; concerts and opera;
- water quality improvement; civil and marine engineering
- facilities for race management and spectators

## Potential locations:

- Central Waterfront in the short term; West Kowloon; Wanchai Waterfront; Causeway Bay, Kwun Tong or To Kwa Wan typhoon shelters;

## Potential timeline;

- **2013-2015:** engineering works complete
- **2015:** first events;



Image: Dragon Boat racing in Victoria Harbour; [www.mrbigben.com](http://www.mrbigben.com)

## Benefits:

- widespread public attraction and vibrancy to the Harbour
- development of Hong Kong’s world profile
- celebration of Hong Kong’s maritime heritage
- sponsorship revenue generation, employment creation and visitor expenditure;
- Stimulation of related commercial activities including water passenger transport and small-scale food and beverage

# How to Implement Change?

## Tom Callahan

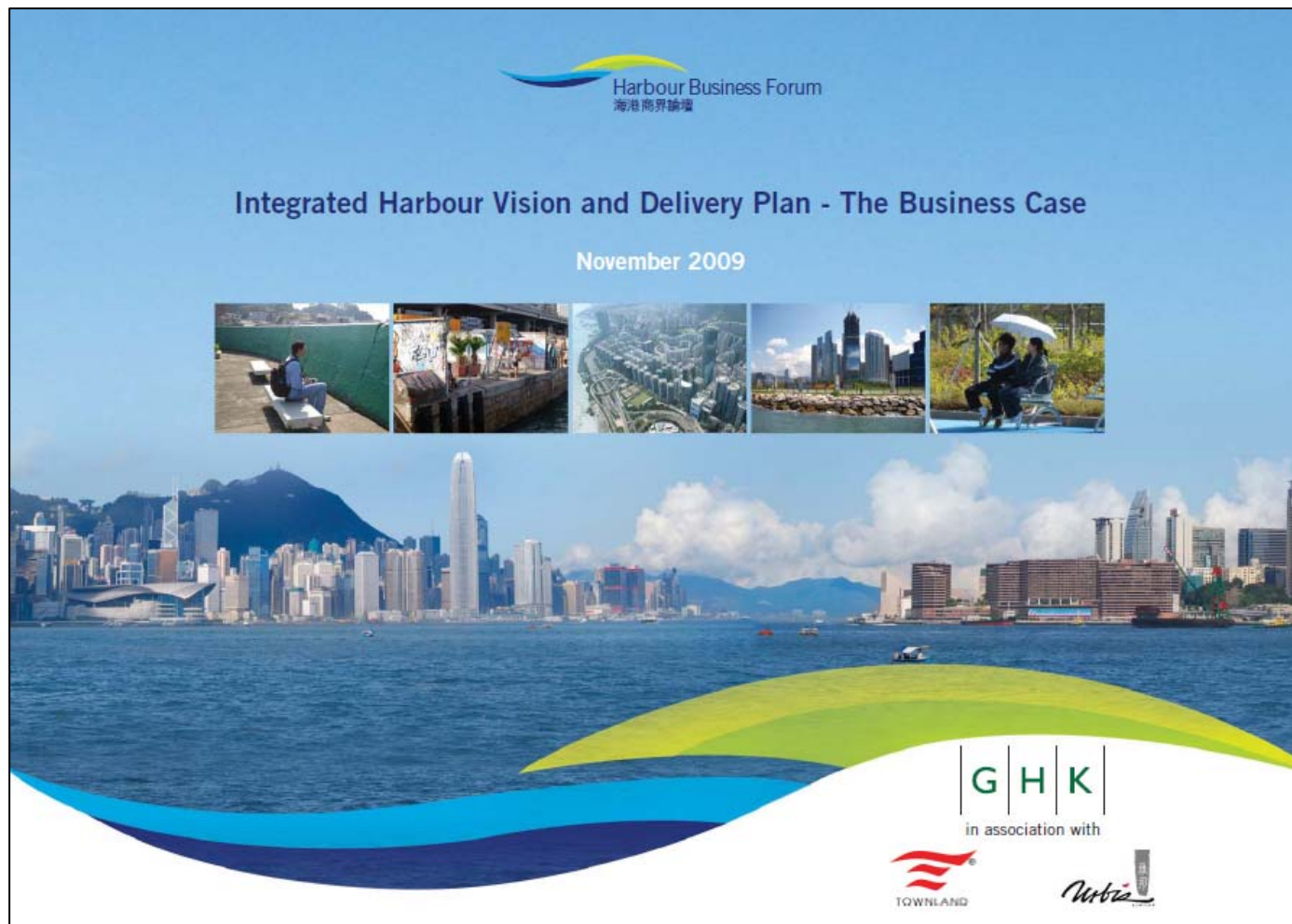
# Key Clarification

- The six programmes are only indicative
- We are not necessarily advocating their introduction
- This is not a ‘what, why, where’ debate
- This is a ‘how’ debate

Key Point:

Implementation of these programmes would be very unlikely without the adoption of an **integrated approach to land and water planning**

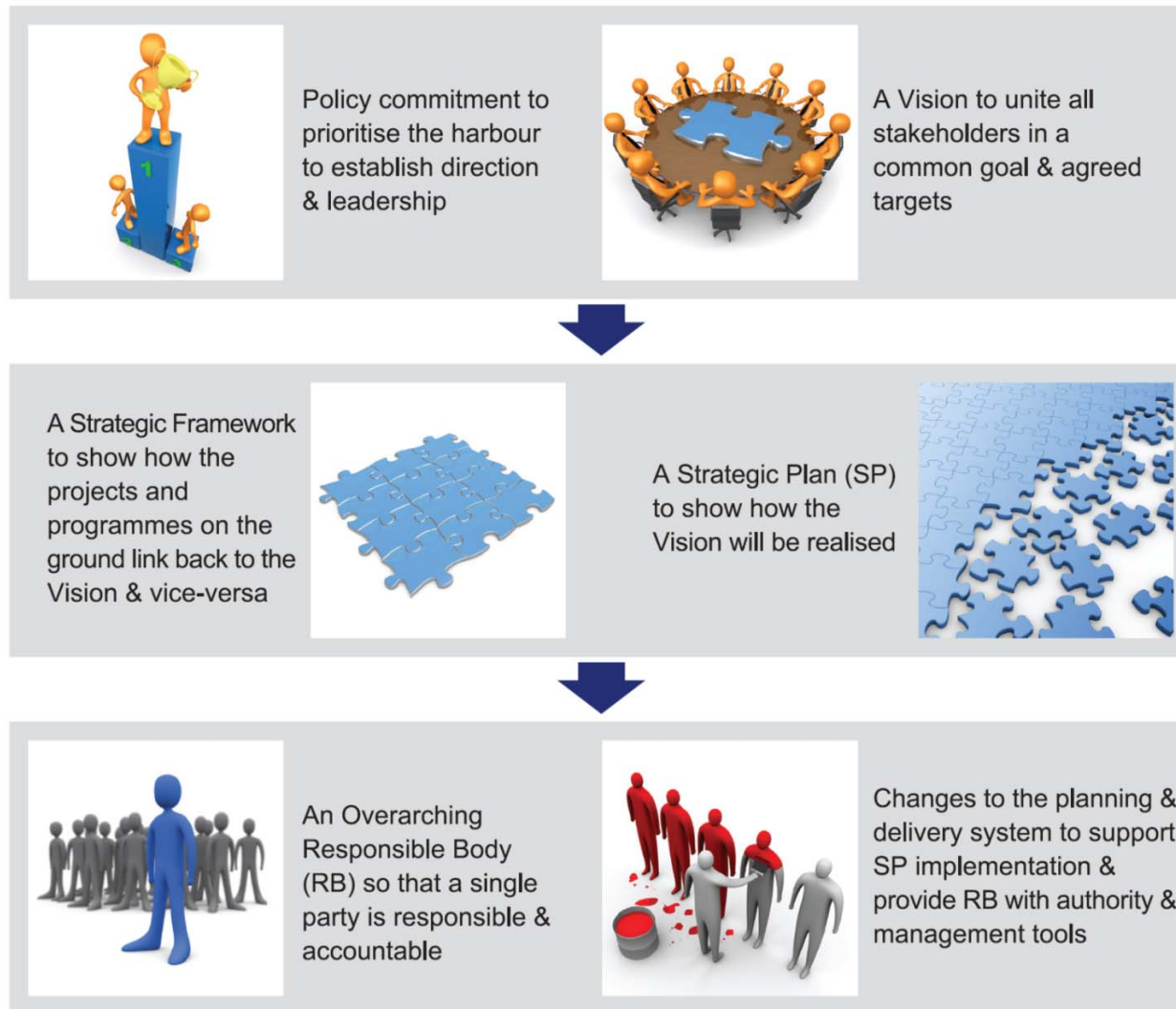
# A New Integrated Approach



HBF's 2009 Integrated Harbour Study (IHS) first called for a new integrated approach to planning



# A New Integrated Approach



Today is all about reappraising the IHS Integrated Approach Components based on Marine Study Findings

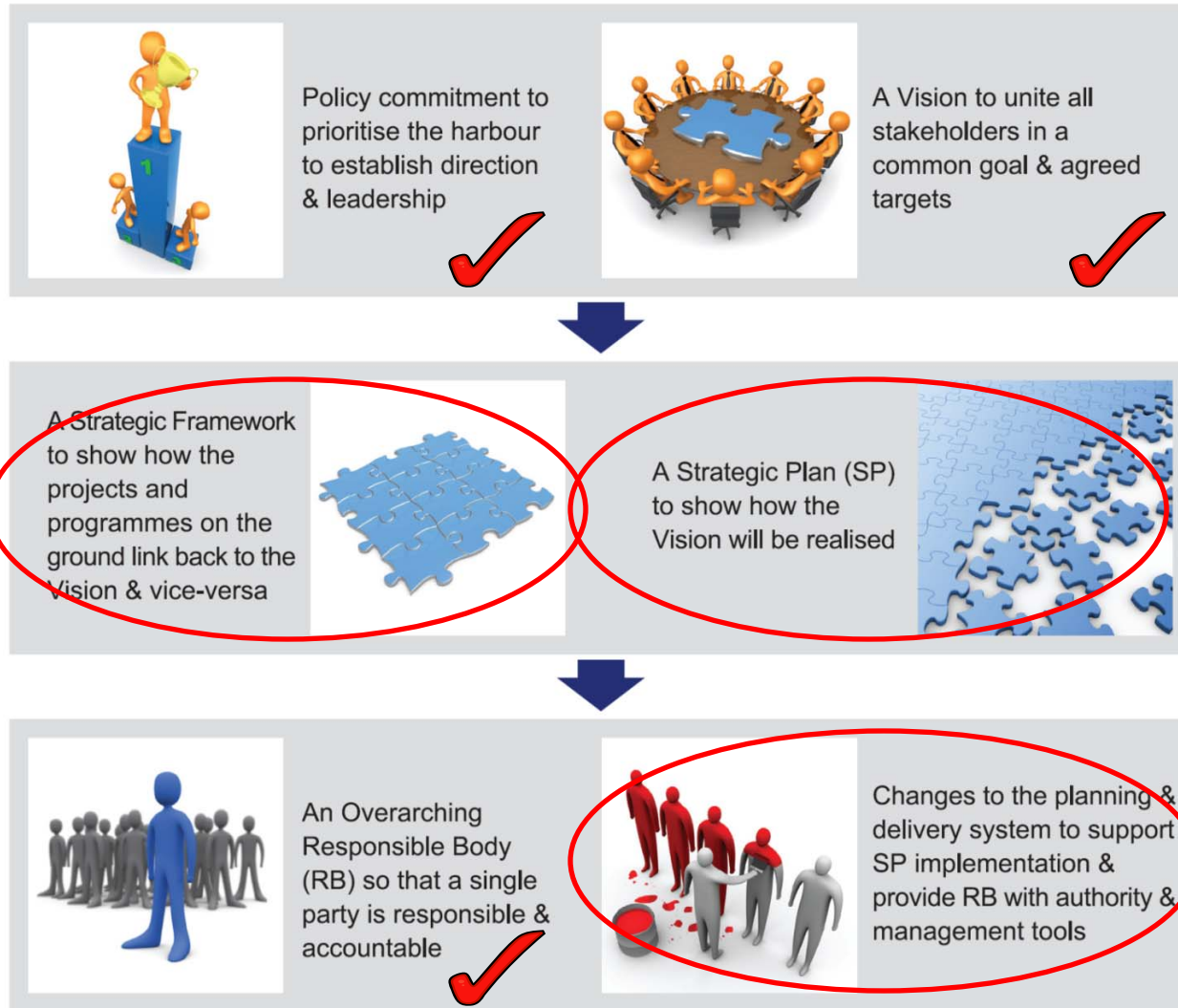
# 2011 – any progress since IHS?

- General Circular No. 3/2010 Harbourfront Enhancement
  - “Bureaux / Departments (B/Ds) should have due regard to TPB and HEC’s Harbour Vision, Planning Principles & Guidelines”
  - “There are currently public facilities on the harbourfront that are incompatible with our harbourfront vision. Owner B/Ds should proactively consider relocating them.”
  - “The occupation of harbourfront land by public facilities that are environmentally unpleasant or incompatible with the harbourfront should not be supported.”
  - “Temporary uses will be discouraged”

# 2011 – any progress since IHS?

- Creation of the Harbourfront Commission – Summer 2010
  - Official and non-official membership
  - Role limited to advocacy, oversight, advisory, co-ordination and monitoring
  - Cannot hold funds
- ToR includes long run aspiration for an independent harbour authority
- “Stirrings” among the Commission about the need for a strategic framework and a strategic plan

# A New Integrated Approach



# A Marine-Specific Example

A Strategic Plan (SP)  
to show how the  
Vision will be realised



## Water Zoning

# Breakout topics

## **How to move forward with recommended programmes?**

### **For discussion :**

1. Where will resources be found (e.g. money, skills, leadership, management) for each programme among public, private and community/NGO sectors?
2. What are the institutional and organisational obstacles to implementation of each programme?
3. Who are the potential proponents for each programme?

# Breakout Groups

## Green:

- Rationalisation of Working Harbour
- Revitalisation of Piers

## Blue:

- Pleasure Boat Facilities
- Water Events Arenas and Facilities

## Red:

- Flexible Water-borne Passenger Transport
- Pleasure Boat Facilities

## Yellow:

- Maritime Heritage in Victoria Harbour
- Revitalisation of Piers

# Report Back Structure

How to move forward with programmes:

<h2>Obstacles</h2> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>	<h2>Enablers</h2> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>
<h2>Proponents</h2> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>	<h2>Resources</h2> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>