

## THE CHANGING FACE OF HONG KONG'S HARBOUR

**West Kowloon Cultural District**

The specifications for West Kowloon need to change. Proponents are not following the tender brief and the density and plot ratio required to pay for the canopy is too high. A master plan for a 'Cultural Harbour' justifies the placement of new facilities around the entire harbour, not just the tip of West Kowloon. Hong Kong needs to review its cultural policy including privatising existing venues and the way it subsidises art and culture. The operation of cultural venues within a shopping mall by a third-party rather than the mall owner will inevitably lead to conflicts of interest.

**西九龍文娛藝術區**

西九龍的發展規範需要修改。參加投標的發展商並無遵照投標大綱規定，支付天幕興建費用所需的密度和地積比率亦過高。「文化海港」藍圖必須為整個海港勾劃出新設施，只著眼於西九龍一帶並不足夠。香港需檢討其文化政策，包括現有場地私營化及政府資助藝術文化的方式。設於購物商場內的文化場館，若由第三者而非商場業主經營，必會引起利益衝突。

**Kowloon Central**

New high-rise property developments will change the face of TST. A review of TST is badly needed to resolve the devastation created by removing street-level crossings and forcing pedestrians and tourists into a warren of unconnected tunnels owned MTR, KCRC and Highways Department. The LCSD has yet to agree to redevelop the back (harbour-front) of the Arts Museum and Cultural Centre in concert with the face lift projects planned by the Tourism Commission for the harbour-front. Sino Land is interested in fixing the TST East harbour-front. The under-utilised KCRC freight yard and the unsold government land in Hung Hom could be rezoned for harbour-front enhancement.

**九龍中**

新的高層地產發展項目將改變尖沙咀的面貌。尖沙咀取消路面行人道，取而代之是地鐵、九鐵和路政署各自擁有的多條行人隧道，但彼此間缺乏連接，給行人和遊客帶來不便，情況亟需檢討。重新發展藝術博物館和文化中心海傍，以配合旅遊事務署計劃的海傍翻新項目，仍未獲康文署首肯。信和置業有意重新發展尖東海傍。未被充分利用的九鐵貨運碼頭和未售出的紅磡政府土地，均可重新規劃，以美化海濱。

## 維港面貌變遷

## Integrated Planning for a World-class Harbour 綜合規劃世界一流海港

By PAUL ZIMMERMAN 司馬文

The redevelopment of Victoria Harbour's waterfront will see an estimated HK\$300 billion invested in the re-engineering of infrastructure, the creation of public venues for arts, culture, sports and leisure, and marine facilities for leisure and commercial use, as well as new commercial and residential property projects.

The redevelopment will create a new sector within the local economy and an estimated 50,000 new jobs. Today, roughly 200 people's livelihoods – excluding port operations – are connected to the harbour.

The Business Environment Council (BEC), following the completion of the Designing Hong Kong Harbour District Study ([www.harbourdistrict.com.hk](http://www.harbourdistrict.com.hk)), together with Citizen Envisioning@Harbour (CE@H), an alliance

of community, conservation, professional and academic groups, are calling for an integrated planning process grounded in the principles of sustainable development to advance redevelopment of the harbour.

In response, the government has established the Harbour-front Enhancement Committee (HEC) and invited government departments, community and professional groups, as well as the Business Environment Council and the Real Estate Developers Association to join (see [www.harbourfront.org.hk](http://www.harbourfront.org.hk) for more information).

The HEC is a new style of government advisory board. Its meetings and deliberations are open to the public, and it operates on a simple one-person

one-vote system. The HEC is still defining its relationship and modus operandi with the Town Planning Board, the District Councils, the Legislative Council, the Executive Council, and the public at large, but in general, HEC is responsible for advising the government on harbour planning under the Protection of the Harbour Ordinance. This includes the harbour-front areas from Tsing Yi to Lei Yue Mun, and Chai Wan to Kennedy Town.

The HEC harbour planning process includes bottom-up 'Harbour-front enhancement reviews' organised on a district level. The HEC has commenced three reviews so far for Kai Tak, Wanchai, and the Central Ferry Piers, and a schedule for other district reviews is being finalised. In the meantime, four 'town hall meetings' will be

organised each year whereby anyone, from commercial operators to students, can showcase their ideas for enhancing Victoria Harbour.

In parallel with the district and project reviews, the government is urged to develop an integrated, top-down planning process for the entire harbour. This includes identifying Hong Kong's overall needs – based on its four economic pillars – and the aspirations of its people. It also sets out the transport, residential, office, tourism, leisure, sports, cultural, and marine requirements by 2010, 2020 and 2030 for the entire harbour.

With many parties competing to use the few remaining bits of land left around the harbour, creating a 'Living Harbour Review' is now a

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### Kowloon East

The Kai Tak review is underway and redevelopment of the area would stimulate regeneration from Kowloon City to Kwun Tong. One of the key questions is whether Kai Tak and the environment should be used to create a new Central Business District with 3 million square meters of high-end office space. Lei Yue Mun requires a new ferry pier, and should be used to challenge the interpretation of the Court of Final Appeal judgement on reclamation.

### 九龍東

啟德舊址重建檢討進行中，重建計劃可為九龍城至觀塘區帶來新機。關鍵問題之一，是啟德舊址一帶應否開闢新的中央商業區，提供3百萬平方呎高級寫字樓。鯉魚門需要建新碼頭，可藉此向終審法院對填海的詮釋提出挑戰。



### Central and Wanchai

The Central-Wanchai Bypass can connect via tunnel all the way to Oil Street, eliminating the planned elevated spaghetti junction in front of Victoria Park and the destruction of the yacht club facilities. The Convention Centre's plans to expand its facilities are incompatible with harbour-front enhancement because of the additional roads required and the widening of the atrium. Decisions are pending on additional rail links, which are badly needed to resolve transport needs. A review of the Central Outlining Zoning Plan is due now that the Society for the Protection of the Harbour's plan for land use and transport infrastructure in Central is supported by the Wanchai District Council. A review of the access, environment and design of the Central ferry piers has commenced.

### 中環及灣仔

中環灣仔繞道可經隧道與油街連接，因而毋需在維多利亞公園對出興建迂迴曲折的高架道路交匯系統，及拆卸遊艇會設施。會議及展覽中心有意擴建設施，但需增建道路及擴闊門廊，未能配合美化海傍之計劃。為解決交通需求，增建鐵路是必要的，但一切尚未有定案。保護海港協會的中環土地使用和運輸基建計劃已獲得灣仔區議會支持，所以，現在是時候檢討「中環分區計劃大綱」。就中環碼頭的通道、環境和設計進行之檢討亦已展開。

## 維港面貌變遷

priority. Such a review would map out the future marine uses for Victoria Harbour and the supporting facilities required both on the water and on the foreshore to ensure residents, visitors and businesses can get on and off the water. More importantly, the review is needed to overturn an anomaly in the interpretation of the Court of Final Appeal Judgement on the Protection of the Harbour Ordinance. Legal experts have advised that 'no reclamation' includes a halt to the piling for piers and other marine facilities. The review is critical to enable our 'dead' harbour to be converted into a world-class 'living' harbour.

As Hong Kong has the opportunity to become a home port for mega cruise liners – where cruises start and stop – we need to plan for a multi-berth facility for very large cruise ships. The proposed 'Living Harbour Review' not only identifies the cruise home port needs, it also identifies the facilities required for all harbour uses – water taxis, harbour cruises, China cruises, yacht and rowing clubs, dragon boat racing, junks, water planes, ferries ... fishing and swimming (yes, the day that our harbour is clean again will come!). This review will then set out an optimal plan

for the location of these marine facilities. The government can then use this as a basis to proceed with a justified plan for the first phase (first berth) of the cruise liner home port.

The administration's property led development process extends from rail to cultural venues and possibly to marine facilities. For this model to be sustainable, Hong Kong first needs a harbour master plan which balances all requirements and identifies the most suitable locations and appropriate implementation models. With land scarce and the need for ample green and open public areas around the harbour, there are question about how much space would be left for land sales for property development.

Another issue is whether the clustering concept planned for West Kowloon would be compatible with a vibrant harbour-front bustling with public leisure activities, unorganised sports, street arts and markets, and fishing among other activities.

Implementing 'integrated planning' is not without problems in Hong Kong, as it runs counter to our

history of efficient and low-cost project and transport led planning. However, scarce land and changing public aspirations now demand the integration of transport, land use, marine use, and home affairs policies. With reclamation no longer a material option, pushing ahead with individual projects and separate policies without an overall plan will deny Hong Kong the opportunity to create a world-class harbour. To address these issues, the Business Environment Council has highlighted the need for a 'Chief Planner' to join the Chief Secretary, Financial Secretary and Chief Justice, to review our town planning process and dedicated authorities responsible for managing specific harbour areas.

The new Harbour-front Enhancement Committee can serve as a platform for planning the future of Victoria Harbour. Government departments, commercial business operators and property developers can engage themselves directly by sending submissions, proposals and requests for action in areas of their concern. Presentations can be made during the 'town hall meetings' or during area specific harbour-front

enhancement reviews. HEC Members can also propose to hear presentations at the regular meetings. For more information, including upcoming town hall meetings and the reviews underway for Kai Tak, Wanchai, and Central, see [www.harbourfront.org.hk](http://www.harbourfront.org.hk).

Finally, the Business Environment Council has initiated the establishment of a 'Harbour Business Forum,' with HSBC as the convening patron. Other businesses and professionals are encouraged to join the forum to have their say in the planning of the urban environment around the harbour. Creating a quality living environment is essential if Hong Kong is to attract and retain the talent it needs to ensure our continued economic success. For more information on the forum, email [athomson@bec.org.hk](mailto:athomson@bec.org.hk). **B**

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### Hong Kong Island West

Access to the harbour-front and the many incompatible harbour-front land uses are the major concerns, as is the need for rail transport. The Kennedy Town Praya with open access to the harbour should be retained.

### 港島西

主要關注鐵路運輸需求，前往海濱的路徑，及眾多與周圍環境格格不入的海傍土地用途。堅尼地城海傍與維港的道路連接，應予保留。



### Hong Kong Island East

A review of the costs and benefits of sub-merging the Eastern Island Corridor is urgently needed so that decisions can be made to drive forward harbour-front enhancement plans with or without the elevated highway. The Quarry Bay Park can incorporate a public boat club.

### 港島東

拆卸東區走廊的代價和效益急需評估，從而決定這條高架公路會否是美化海傍計劃的要點之一。鯽魚涌公園亦可加入一個公眾遊艇會。



### Port

Decisions regarding the timing and location of CT10, re-arranging port back-up infrastructure and rail links, are outside the domain of HEC as long as no reclamation is required. However, there is a need to make the magnificent views of our working harbour accessible for tourism.

### 港口

只要不涉及填海，有關 10 號貨櫃碼頭的興建時間和地點、重整港口備用基建和鐵路網等決策，「共建維港」均無權參與。然而，我們需設法令遊客也有機會欣賞到壯觀的港口運作情景。

## 維港面貌變遷

重新發展維港海濱估計需投資 3 千億港元，用於重整基建，開闢公共藝術文化和康體場館，興建消閒及商用的海港設施，以及發展新的商住地產項目。

這項重建計劃將成為本地經濟中一個新範疇，料會開創 5 萬個新職位。目前，全港約有 200 人以海港工作 (不包括港口操作) 為生。

《共創我們的海港區研究》(www.harbourdistrict.com.hk) 完成後，商界環保協會聯同社區組織「想創維港」、專業和學術團體，促請政府以可持續發展原則為基礎，制定綜合規劃程序，以推進海港重建工作。

政府已為此成立「共建維港委員會」(簡稱「共建維港」)，並邀請政府部門、社區和專業團體、商界環保協會和香港地產建設商會 (詳情請瀏覽 www.harbourfront.org.hk) 代表加入。

「共建維港」是新式的政府諮詢委員會，其會議和審議會皆對外公開，並採用簡單的一人一票制。雖然委員會與城市規劃委員會、區議會、立法會、行政會議和市民的關係以及運作方式，有待界定，但整體而言，「共建維港」負責就《保護海港條例》中提及之海港規劃，向政府提供意見，關注青衣至鯉魚門，和柴灣至堅尼地城一帶的海傍地區發展。

「共建維港」的海港規劃工作之一，是在各區全面進行由下而上的「海傍發展檢討」。有關啟德、灣仔和中環碼頭的檢討已展開，並即將落實其他地區的檢討時間表。同時，委員會每年會舉辦 4 次「議事論壇」，無論是營商者抑或學生，均歡迎在會上提出美化維港的建議。

除地區和項目檢討外，政府還應盡早為海港作出由上而下的綜合規劃，包括界定香港整體需要 (可從四大經濟支柱入手) 和市民期望，並列出到 2010 年、2020 年和 2030 年，整個海港在交通、住所、辦公室、旅遊、娛樂、體育、文化和海事方面的需要。

由於維港四周剩餘的少量空地，已成為各界必爭之地，故目前，最首要的工作是進行「活港檢討」。這檢討將勾畫出維港未來的海港用途，以及為居民、遊客和商業提供海路運輸的水上和海傍設施。而更重要的是，這檢討需推翻終審法院對《保護海港條例》作出的一個異常詮釋——法律專家建議，「不准填海」的意思，應包括終止為建造碼頭和其他海上設施而進行的打樁工程。因此，這檢討會是把「死」港變成世界一流「活」港的關鍵所在。

由於香港有機會成為巨型遊輪的總站港，即遊輪航線的起迄之處，我們須規劃興建多個大型遊輪泊位。建議進行之「活

港檢討」不但列出遊輪總站港需要哪些設施，還臚列其他港內活動——如水上的士、港內觀光遊船、中國遊船、遊艇和划艇會、龍舟賽、中國式帆船、水上飛機、渡輪、甚至垂釣和游泳 (沒錯，維港污染問題終有一天會解決!) ——的所需設施，然後構思適合各項設施的地點和位置。政府便可根據這藍圖，為遊輪總站港的第一期 (首個泊位) 發展擬定合適計劃。

政府一向以地產主導模式發展鐵路、文化場地等項目，亦很有可能以同樣模式發展海港設施。然而，若要令地產主導模式持續可行，我們首先要有全面的海港發展大計，以平衡各方面需要，確定適合地點和推行模式。由於土地匱乏，加上海港四周需要有足夠的綠化和公用空間，所以還未知政府會預留多少土地，出售作地產發展用途。

另一問題是，一個熙熙攘攘、集合各式公眾消閒活動、體育運動、街頭文化、市場、垂釣捕魚等眾多不同元素的維港海傍，與西九龍的綜合發展概念是否融合。

在香港，實行「綜合規劃」存在一定困難，因為這與以往的高效率、低成本項目，和運輸主導規劃模式背道而馳。然而，由於土地有限，加上公眾期望改變，綜合規劃運輸、土地使用、海港和民政事務政策已是大勢所趨。既然填海已不

再是主流，若在缺乏全面計劃下推行個別項目和不同政策，我們將難以發展世界一流的海港。針對這些問題，商界環保協會認為需要一名「總規劃師」，與政務司司長、財政司司長和律政司司長一起檢討本港城市規劃程序，及設立專責部門管理海港事務。

新的「共建維港委員會」可作為規劃維港未來發展的平台。政府部門、工商企業和地產商均可直接參與，就關注範疇提交意見書、建議書和行動要求，也可於「議事論壇」或海傍發展分區檢討會上發表意見。「共建維港」委員亦可要求於例會上聆聽建議內容。如欲了解詳情，包括即將舉行的「議事論壇」，及正進行的啟德、灣仔和中環區發展研究，請瀏覽 www.harbourfront.org.hk。

此外，商界環保協會發起成立「海港商業論壇」，由滙豐銀行任召集單位，並鼓勵其他企業和專業人士參加，就海港一帶的市區環境規劃發表意見。香港必須締造優質生活環境，才能吸引和挽留所需人才，以繼續維持本港經濟繁榮。有關論壇詳情，請電郵至 athomson@bec.org.hk。B

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