

**For discussion
on 24 November 2009**

**LEGISLATIVE COUNCIL
PANEL ON DEVELOPMENT**

Enhancing the delivery of Kai Tak Development

PURPOSE

This paper updates Members on measures taken to spur the implementation of the Kai Tak Development (KTD) and seeks Members' views on the proposed setting up of a dedicated Kai Tak Office in the Kowloon Development Office (KDO) of the Civil Engineering and Development Department (CEDD) with a view to enhancing the delivery of KTD.

CHARACTERISTICS OF KTD

2. KTD is a huge and highly complex development project spanning a total planning area of over 320 hectares covering the ex-airport site together with the adjoining hinterland districts of Kowloon City, Wong Tai Sin and Kwun Tong. After a decade-long planning and public participation process, the finalised scheme of KTD with a mix of community, housing, business, tourism and infrastructural uses was incorporated into the Kai Tak Outline Zoning Plan (OZP) and approved by the Chief Executive in Council in late 2007.

3. KTD involves many high impact projects with close relations with one another, which are under the jurisdiction of different bureaux/departments. These projects include (i) the Cruise Terminal development; (ii) the public and private housing, hotels, offices and other commercial developments; (iii) the Government/Institution/Community (GIC) facilities like the Kai Tak Government Offices, the Multi-purpose Stadium Complex, the Metro Park, promenades, open spaces, schools and hospitals; (iv) strategic transport links such as the Shatin to Central Link, the Central Kowloon Route, the Trunk Road T2 and the Tseung Kwan O - Lam Tin Tunnel; and (v) engineering infrastructural works like the District Cooling System, the Kai Tak River, drainage and sewerage improvement works, footbridges, subways and other pedestrian links connecting KTD and adjoining districts. KTD is therefore mega-sized not only in terms of public works spending, but also in terms of its complexity due to the different functional requirements of the facilities to be provided and their interfaces in the phased implementation and completion of

the projects.

4. The current Kai Tak OZP has been formulated to meet public aspirations for a distinguished, vibrant, attractive and people-oriented area through adopting the planning theme of a heritage, green, sports and tourism hub. Besides stimulating economic development, KTD seeks to improve the quality of living for the local population and cultivate a sense of belonging. Kai Tak, being the largest available land fronting the Victoria Harbour, offers a valuable opportunity to realise such vision. Serving as a green web for sustainable development, KTD is characterised by a comprehensive network of parks and gardens intertwined with the residential and commercial neighbourhoods.

5. As a new development project, KTD is unique in transforming a segregated ex-airport site into an urbanised area closely integrated with the adjoining districts. While providing growing space for East Kowloon, KTD will help revitalise the surrounding areas and promote local and diversified economy, through the provision of new community facilities, transport networks, residential/commercial/retail developments, as well as major sports and tourism projects. Connecting KTD to its old neighbourhoods with easy access for both vehicles and pedestrians will be critical to the success of this development effort.

IMPLEMENTATION OF KTD

6. In mid-2009, CEDD and relevant bureaux/departments obtained funding approval for proceeding with the design and/or construction for a number of KTD-related public works projects¹. During the funding approval process, concerns were raised about the implementation of KTD infrastructure in particular relation to the urban design of waterfront areas, the connectivity with adjoining districts and the environmental mitigation measures at the Kai Tak

¹ The PWP items of KTD infrastructure works under the management of CEDD include:

- (a) 738CL - Kai Tak development - detailed design and site investigation for Kai Tak approach channel and Kwun Tong typhoon shelter improvement works;
- (b) 739CL - Kai Tak development - stage 1 infrastructure works at north apron area of Kai Tak airport;
- (c) 740CL - Kai Tak development - detailed design and site investigation for remaining infrastructure works for developments at the former runway;
- (d) 741CL - Kai Tak development - stage 1 advance infrastructure works for developments at the southern part of the former runway; and
- (e) 841TH - Trunk Road T2 - investigation and design.

The PWP items related to KTD under the management of other bureaux/departments are:

- (f) 45CG - District Cooling System at the Kai Tak development; and
- (g) 357DS - Sewage interception scheme in Kowloon City.

Approach Channel. We have since deployed a number of measures to kick off and expedite the implementation of KTD and taken follow-up action to address the above concerns as detailed in paragraphs 7 to 16 below.

(I) Integrated Project Management Approach

7. Given the massive scale and complexity of KTD, we have adopted an integrated project management approach led by the Development Bureau, with support from KDO of CEDD tasked with spearheading project delivery. At the policy level, the Secretary for Development personally oversees the KTD project whilst the Permanent Secretary for Development (Works) chairs a regular inter-bureaux and cross-departmental meeting to update and monitor progress.

8. KDO, headed by Project Manager (Kowloon) (i.e. PM(K)) at the rank of Principal Government Engineer (D3), assumes the central co-ordination and management role for the implementation of individual projects of KTD as well as many other development/infrastructure projects in Kowloon, through detailed planning and scheduling of interface activities in the various works programmes. PM(K) is currently underpinned by a Deputy Project Manager (Kowloon) (i.e. DPM(K)) at the rank of Government Engineer (D2) who is in turn supported by four Chief Engineers (CEs)². The organisation chart of KDO showing the existing posts is shown at **Enclosure 1**.

(II) Master Implementation Plan

9. In early 2009, we have drawn up a master plan for implementation of KTD projects packaged for three target completion years, i.e. 2013, 2016 and 2021. These packages seek to ensure that the developments in Kai Tak will be taken forward in a co-ordinated and progressive manner, while taking into consideration their relative priorities and readiness to proceed.

10. The first package planned for completion in 2013 covers the first berth of cruise terminal, public housing development and associated schools, Runway Park, District Cooling System (first phase) and the provision of supporting infrastructure to serve these early developments. The second package for target completion in 2016 will see the strategic transport links through Kai Tak coming into service, including the Shatin to Central Link (Tai Wai to Hung Hom section), Trunk Road T2 and Tseung Kwan O - Lam Tin Tunnel. We will also

² Inclusive of a supernumerary CE post created in KDO from April 2009 till March 2014 to oversee the administration, planning and implementation of the proposed infrastructure works for KTD on the western side of the former apron area including the ex-runway, Kai Tak Nullah and Kai Tak Approach Channel (ref. Panel paper no. CB(1)319/08-09(02)).

aim to clean up the existing waterways to create an environmentally pleasing Kai Tak River and Kai Tak Approach Channel, and provide additional supporting infrastructure essential for converting the northeast apron into a major residential and commercial hub. The remaining developments will form the last package targeted for completion in 2021.

(III) Advanced Commencement of Works

11. To bring forward the implementation of KTD, we have proceeded with site preparation and decontamination works as well as design of the advance infrastructure works for early developments in parallel with the Schedule 3 Environmental Impact Assessment (EIA) study which was approved in March 2009. The ex-airport buildings incompatible with the approved Kai Tak OZP have been demolished, whilst the contaminated land as a result of decades of airport operations has been substantially cleaned up.

12. The remaining decontamination works at the former south apron, funded under PWP item 734CL, will be completed in early 2010. Following funding approval from the Legislative Council (LegCo) in mid-2009, we have started the construction of advance infrastructure works for early developments in both the former north apron and the southern part of the ex-runway for completion in 2013. Subject to funding approval, we will also be ready to commence construction of the site formation works for the Kai Tak cruise terminal by end 2009.

(IV) Enhancement of Linkage with the Neighbourhoods

13. Integration with the old neighbourhoods is one of the key planning objectives of KTD. Altogether 21 major pedestrian linkages are proposed under KTD with spacing in the range of 200 to 600 metres. As the bulk of KTD infrastructure projects have now entered into the design stage, we are in the process of developing the detailed design so as to further strengthen the integration between the new and existing urban fabrics. We will ensure that sufficient pedestrian links are provided for easy and convenient access to the parks and waterfront areas. In addition, we will be commencing a detailed feasibility study of the proposed Environmentally Friendly Transport System (EFTS) for completion in end 2010 with a view to further enhancing inter-connection with the adjacent districts and facilitate their revitalisation.

(V) Early Implementation and Improvement of Waterfront Promenades

14. Construction of the first 200-metre waterfront promenade at Kwun Tong Public Cargo Handling Area is currently in good progress for completion in end

December 2009, whilst early development of open spaces at Ma Tau Kok waterfront is under active planning. In developing the design of KTD infrastructure works, we have initiated effort to bring further improvements to the environment of waterfront promenades in KTD with particular regard to their accessibility. Possible measures under investigation include increasing the width of promenades, reducing the coverage of roads along the waterfront, and introducing greater vibrancy to these areas. We are committed to consulting the local communities and interested parties before firming up the proposals.

(VI) Strengthening Collaborative Effort in Environmental Issues

15. To alleviate the environmental problems at the waterfront of To Kwa Wan Typhoon Shelter (TKWTS), we have formed an inter-departmental working group to work closely with the Kowloon City District Council. Apart from stepping up regular maintenance of the drainage systems and enforcement actions against illegal discharges, we have arranged desilting at the seabed near drainage outfalls to help alleviate the odour problem in this area and also construction of additional sewage interception facilities to prevent the discharge of polluted flow into TKWTS through expedient connections.

16. As for the Kai Tak Approach Channel and Kwun Tong Typhoon Shelter, we are committed to tackling the pollution problem at source through interception of polluted flow under various sewerage works projects in the hinterland of KTD. In parallel, we are making preparations for commencing the in-situ bioremediation treatment in 2011. The effectiveness of the above two measures will be gauged and the interested parties will be consulted before commencing the detailed design of the proposed 600-metre opening at the ex-runway to enhance water circulation and hence the sustainability of the mitigation measures in the longer term.

PROPOSED KAI TAK OFFICE

17. Subsequent to funding approval in mid-2009, KDO has commenced the design development of the bulk of KTD infrastructure through two major consultancies awarded in the third quarter of 2009³, thereby triggering a

³ (a) Agreement no. CE 38/2008(HY) – Kai Tak Development – Trunk Road T2 and Infrastructure at South Apron – Investigation, Design and Construction; and
(b) Agreement no. CE 30/2008(CE) – Kai Tak Development – Infrastructure at Former Runway and Remaining Areas of North Apron and Improvement of Adjacent Waterways – Design and Construction.

tremendous increase in the KDO's workload in the overall project management of KTD. With KTD entering the crucial design stage, there is an acute need to resolve an escalating amount of cross-bureaux and cross-departmental issues and steer continuous public participation with a view to ensuring smooth project delivery, as highlighted in items (a) – (d) below. It has thus become apparent that KTD will require more focused attention and dedicated inputs from KDO at the senior management level than can be afforded at present in order to meet public aspirations. Having regard to the level and scope of responsibilities and the professional input and experience required, it is considered that a dedicated Kai Tak Office should be set up in KDO to further enhance the delivery of KTD and drive the implementation programme. We propose to establish the dedicated Kai Tak Office largely through re-organisation of existing resources but consider it necessary to create a new supernumerary post of Government Engineer (GE)/Government Architect (GA) (D2), to provide a second DPM to lead the new office. To provide a clearer focus for public interaction, we further propose that the new DPM should be designated as Head (Kai Tak Office) (H(KTO)). The new office will spearhead concerted efforts especially in the following areas -

(a) Centralised co-ordination for implementation of mega interfacing projects in and around KTD under a tight programme

As explained above, KDO is at present co-ordinating a host of mega interfacing projects of KTD within the ambit of different bureaux/departments. Now that these mega projects, which will be constructed in close vicinity or on overlapped sites under a tight programme with the first batch of facilities to be completed by 2013, are migrating to implementation, considerable interfacing issues are rapidly stemming from them. As the majority of facilities to be provided in KTD are inter-related, any delay in their completion will have major implications and should be avoided. Given the multiple stakeholders of the projects and the complex interfacing issues, often associated with policy implications, the setting up of the proposed Kai Tak Office would provide prompt input and resolution to ensure the timely completion and intended functioning of the various works packages.

(b) Close steering of the design development of KTD infrastructure works for public engagement/consultation

In the process of seeking funding approval in mid-2009, CEDD received strong support and useful suggestions from LegCo Members in regard to the production of a quality design for KTD. Suggestions made include enhancing the vibrancy of waterfront areas; strengthening the

connectivity between KTD and adjoining districts; upholding the effectiveness of measures in mitigating the odour problem of the Kai Tak Approach Channel; minimising the construction impacts on Kwun Tong Typhoon Shelter; expediting the implementation of EFTS, feature bridges, parks and promenades, etc. Many of them are controversial and sensitive issues with potential major impact on the KTD scheme, which could only be resolved through rounds of engagement/consultations with the stakeholders concerned, District Councils, Harbour Enhancement Committee, LegCo, etc., prior to construction. Greater involvement and closer supervision by the proposed Kai Tak Office throughout the design and construction stages will be essential.

(c) Pro-active enhancement of green features in KTD without compromising the implementation schedule

The proposed Kai Tak Office will be tasked with forging collaboration amongst relevant bureaux/departments to pursue optimal adoption of green features incorporated in the approved Kai Tak OZP. These include District Cooling System, recycled construction materials, green public transport system, wider footpaths and maximising the greening areas. To fulfil strong public expectations that Kai Tak is to become a green hub at the centre of Victoria Harbour, the proposed Kai Tak Office will take the lead to explore the introduction of more environmentally friendly initiatives in the design development of KTD. The Kai Tak Office will act as the focal point to champion the wider adoption of green features in KTD on a substantial scale thereby bringing tangible benefits to the environment and promoting more opportunities for local industries, whilst at the same time maintaining the impetus of the implementation programme.

(d) Conservation of heritage and enhanced integration with the older parts of the district

The discovery of remains of Lung Tsun Stone Bridge (the Bridge) within Kai Tak has aroused intense public interest. Given its historical significance, a preservation plan possibly linking the Bridge remains with various potential heritage sites in the older parts of Kowloon City and Wong Tai Sin, together with any consequential implications on the approved Kai Tak OZP, will need to be drawn up for public engagement. In addition, the proposed Kai Tak Office will concentrate efforts to further enhance integration between KTD and the adjoining older districts through (i) the provision of a comprehensive pedestrian system comprising underground shopping streets, landscaped elevated walkways,

footbridges, subways and at-grade crossings, and (ii) detailed feasibility study of the proposed EFTS, which are all of great interest to local communities and concerned groups. The Kai Tak Office will participate actively in the public engagement process for satisfactory resolution of the related design and interface issues to meet public aspirations.

18. The setting up of the Kai Tak Office will ensure dedicated directorate support and steering at an appropriate level to lead and oversee the co-ordination and implementation of KTD within its intended timeframe. Taking charge of the overall co-ordination and implementation of KTD, the proposed H(KTO) will be responsible to PM(K) on all day-to-day matters. However, in view of the nature of the planning tasks and the public engagement where major issues requiring policy considerations would evolve, H(KTO) will seek advice from the Director of Civil Engineering and Development directly where necessary. H(KTO) will need to possess ample engineering/architectural knowledge and substantive experience in the design and management of infrastructure and development projects. In view of the expertise required in the design of urban developments, the proposed D2 post will suitably be bi-disciplinary in the engineering or architectural discipline.

19. Owing to the time-limited nature of the KTD infrastructure projects with construction activities rising to a peak level in 2013-14, the H(KTO) post is proposed for creation for about four years up to 2013-14. The continual need for the proposed post will be reviewed towards the end of 2013-14 taking into account the progress of KTD and the workload of the Kai Tak Office and KDO at that time.

DEMARCATIION OF DUTIES BETWEEN PROPOSED H(KTO) AND EXISTING DPM(K)

20. Under the leadership of H(KTO), the proposed Kai Tak Office will consist of two existing project divisions (each headed by a CE) redeployed within KDO. Apart from the responsibilities listed in paragraph 17 above, the Kai Tak Office will undertake the concerned implementation works as well as overseeing the planning, design and resolution of interfacing issues relating to KTD, in addition to the district administration matters for Kowloon City, Wong Tai Sin and Kwun Tong. The Kai Tak Office will also supervise the detailed feasibility study on the proposed EFTS with a view to extending the system to enhance revitalisation of the adjoining older districts and their integration with KTD.

21. The proposed Kai Tak Office will be responsible for the provision of

infrastructure works to tie in with the Shatin to Central Link (Tai Wai to Hung Hom section), and further developments in the former north and south aprons. Its duties cover the investigation and design of Trunk Road T2 project comprising a tube tunnel of about 2.6 kilometres (km) long planned for commissioning as part of Route 6 in conjunction with the Central Kowloon Route and Tseung Kwan O - Lam Tin Tunnel. In particular, the Kai Tak Office will oversee and co-ordinate the following issues calling for high level steer as well as public engagement/consultation –

- (a) redevelopment of the Kwun Tong and Cha Kwo Ling Public Cargo Working Areas into open spaces; and
- (b) enhancing integration and connectivity with Kai Tak with a view to revitalising the adjoining older districts including Kowloon City, San Po Kong, Kowloon Bay and Kwun Tong.

22. The proposed Kai Tak Office will also be responsible for the challenging schemes of treatment of about one million cubic metres contaminated sediments at Kai Tak Approach Channel in compliance with the stringent environmental requirements and creation of a gigantic piled deck providing a 600-metre wide opening at the former runway to improve water circulation and mitigate the odour problem. In addition, the following issues will receive dedicated input from the proposed Kai Tak Office –

- (a) in-situ preservation of the Bridge remains and associated re-planning of land uses in its vicinity;
- (b) improvement of about one km of the existing Kai Tak Nullah within the ex-airport site to pursue the “Kai Tak River” scheme with leisure facilities, taking into account community aspirations for a green water channel from Wong Tai Sin through Kai Tak to the harbour; and
- (c) enhancement of the design of feature landscape decks and long-span bridge structures through design competition or appropriate procurement strategies.

23. Arising from public aspirations for a quality design for KTD, it is envisaged that more cross-bureaux and cross-departmental technical issues and interface matters will emerge and need to be promptly resolved as more projects within KTD are proceeding to the implementation stage. With close working relationship with the project teams, the proposed H(KTO) will be able to keep

abreast of the details and progress of KTD and contribute directly and speedily in the design development of KTD to facilitate smooth implementation. The post-holder will also personally take part in the public engagement/consultation process on a need basis thereby steering the design development in a more effective and efficient manner.

24. Upon creation of the proposed Kai Tak Office, the existing DPM(K) with the support of the other two project divisions (each headed by a CE) will focus on the implementation of construction works within KTD and all other non-KTD development programmes undertaken by KDO, including those in relation to the West Kowloon Cultural District (WKCD) development. He will take charge of the existing Technical Services Section (headed by a Senior Engineer) and the existing Administrative Services Section (headed by a Senior Clerical Officer) responsible for the overall co-ordination and day-to-day office administration covering all technical, personnel, finance and accounting issues of KDO as well as the Kai Tak Office. His responsibilities within KTD will cover the following major construction items –

- (a) site formation works of the cruise terminal development with construction scheduled to start in end 2009 for completion of the first berth in 2013;
- (b) stage 1 advance infrastructure works for early developments in the southern part of the ex-runway (such as the cruise terminal and Runway Park), which has commenced construction in September 2009 for completion in 2013, including co-ordinating the implementation of cruise terminal building and Runway Park; and
- (c) stage 1 infrastructure works for early developments in the north apron including public housing and government offices, which has commenced construction in end July 2009 for completion in 2013.

25. In the coming few years, the existing DPM(K) will need to devote most of his efforts to steer completion of the first berth of the cruise terminal and the associated infrastructure works on time and within budget. Under the compressed works programme, his dedicated leadership and input will be vital to secure success of the projects through prompt resolution of complicated engineering/interface issues arising from, inter alia –

- (a) substantial dredging works in the Victoria Harbour in compliance with the stringent requirements of EIA Ordinance;
- (b) diversion of the existing submarine gas mains including the relocation of

gas pigging stations on both sides of the harbour, as an important interface with commissioning of the second berth;

- (c) constraints due to the adjacent cruise terminal building works covering site access and availability, sewage connections, water and power supplies arrangements;
- (d) technical support in firming up user requirements and tenancy agreement for the cruise terminal project; and
- (e) assistance in formation of the adjacent heliport and promenade.

26. On top of the cruise terminal project, the existing DPM(K) will be fully occupied with the project management of all other non-KTD development programmes undertaken by KDO, in addition to the district administration matters for Yau Tsim Mong and Sham Shui Po. The highlights of major responsibilities in this category include –

- (a) participation in the planning of the WKCD development, and provision of infrastructure to tie in with completion of the first phase development in early 2015 ;
- (b) implementation of the GIC facilities associated with the Kwun Tong Town Centre Redevelopment covering grade-separated pedestrian linkages, transport and additional medical and health facilities; and
- (c) infrastructure works for potential land sale sites at Tai Wo Ping.

All the above projects are notably to be implemented within tight timeframe and are of great concern to the society. For item (a) above, upon finalisation of the Conceptual Plan later next year, KDO will proceed in full swing with the implementation of the supporting infrastructure works for construction to commence in early 2013. DPM(K)'s workload in this regard will be rising sharply as both the WKCD and Express Rail Link developments are migrating to design and construction in the very near future. For items (b) and (c), both these two projects involve demanding statutory procedures as well as extensive liaison with local communities, pressure groups and a variety of stakeholders for construction to commence in stages starting from 2011-12. Given the utmost importance of these projects, the existing DPM(K) will need to provide the necessary drive and input to ensure that they are accomplished as scheduled, and will be unable to provide dedicated input necessary for the implementation of KTD.

27. A chart illustrating the planning tasks critical to the implementation programme of KTD is at **Enclosure 2**. The job description for the proposed H(KTO) post is at **Enclosure 3**. The proposed organisation chart of CEDD is at **Enclosure 4**.

ALTERNATIVE CONSIDERED

28. Many of the key issues arising from the implementation of KTD, especially those depicted in paragraph 17 above which have only surfaced recently, will require high level steering and close monitoring to ensure timely resolution of all the complex problems and conflicts. If the proposed H(KTO) post is not created, the existing DPM(K) will have to continue looking after the delivery of all the development projects including KTD within the ambit of KDO. Given the increasing public aspirations and complex interfacing issues involved, and in view of the escalating workload arising from the implementation of infrastructure works for the cruise terminal and WKCD developments in the near future, it is beyond the capacity of the existing DPM(K) to take on the extra work without compromising the quality of the overall co-ordination and supervision of the KTD projects.

29. We have also critically examined the feasibility of redeploying existing GEs or equivalent rank officers from other Offices of CEDD to take on the work of the proposed H(KTO) post. As all other GEs or equivalent rank officers are already fully committed to their existing workload, it is operationally not possible for them to take up the duties of the proposed supernumerary GE/GA post without adversely affecting the discharge of their own schedule of duties. Furthermore, CEDD is fully committed to delivering a number of major projects/tasks which are at various stages of implementation in the coming years. These include the Liantang/Heung Yuen Wai Boundary Control Point, Central Reclamation Phase III, Wanchai Development Phase II, “Three-in-one” (covering Fanling North, Kwu Tung North and Ping Che/Ta Kwu Ling) and Hung Shui Kiu New Development Areas, Development of Greening Master Plan, Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link. It should be noted that to ensure smooth implementation of these projects and in line with the Chief Executive’s pledge for people-based governance, CEDD is spending a lot more time and attention in public engagement. In view of the heavy workload of the aforesaid on-going major projects, there is no scope for CEDD to deliver a satisfactory service on the KTD without creation of the proposed supernumerary GE/GA post.

JOB CREATION

30. It is estimated that the KTD infrastructure works undertaken by KDO will create a total of about 10 000 jobs (2 000 jobs for professional/technical and 8 000 labourers) during the various implementation stages of investigation, design and construction.

FINANCIAL IMPLICATIONS

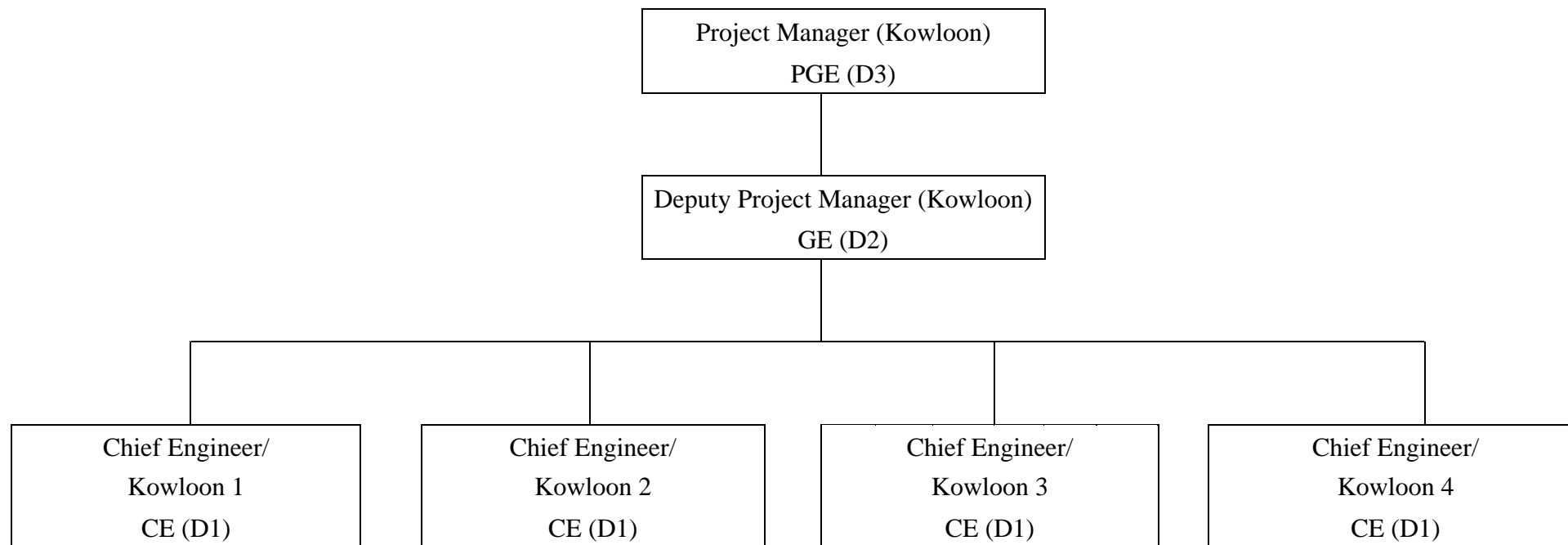
31. The proposed creation of the supernumerary GE/GA post will bring about an additional notional annual salary cost at mid-point of \$1,518,000. The additional full annual average staff cost including salary and staff on-cost is estimated to be within \$2,674,400. The proposal is covered in ECI(2009-10)7 on “Update on Overall Directorate Establishment Position” issued by the Administration in November 2009.

ADVICE SOUGHT

32. Members are requested to comment on the proposal. Subject to Members’ support, we will proceed to seek the approval of the Establishment Subcommittee/Finance Committee.

Development Bureau
November 2009

**Existing Organisation Chart of the Kowloon Development Office
of the Civil Engineering and Development Department**



Legend

- PGE - Principal Government Engineer
- GE - Government Engineer
- CE - Chief Engineer

Kai Tak Development
Tentative Project Implementation Programme

	Agent	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Planning Tasks														
Centralised co-ordination	CEDD													
Planning / Co-ordination / Design Development / Public Engagement Duties														
- Design Development	CEDD													
- Greening and Energy Conservation initiatives	CEDD													
- Heritage Conservation	CEDD													
- Enhanced Integration with old districts	CEDD													
Implementation of Major Components														
Milestone 2013 Milestone 2016 Milestone 2021														
Package A														
Public Housing Development	HD													
Schools and Kai Tak Government Offices	ArchSD													
Cruise Terminal (first berth) and Runway Park	ArchSD/ CEDD													
Waterfront Promenade at Kwun Tong Public Cargo Working Area	ArchSD													
Infrastructure Works	CEDD													
Package B														
Route 6 (Central Kowloon Route/ Trunk Road T2 / Tseung Kwan O - Lam Tin Tunnel)	HyD/ CEDD													
Shatin-to-Central Link (Tai Wai to Hung Hom Section)	MTRCL													
Residential/Commercial Sites at North Apron (part)	Others													
Underground Streets (to Kowloon City and San Po Kong) and Infrastructure Works	CEDD													
Kai Tak River / Bio-remediation of Kai Tak Approach Channel and Kwun Tong Typhoon Shelter	CEDD													
Cruise Terminal Building (including second berth)	ArchSD/ CEDD													
Tourism Node / Heliport	Others													
Package C														
Multi-purpose Stadium Complex	ArchSD													
Metro Park	ArchSD													
Residential/Commercial Sites at North Apron (remaining)	Others													
Residential/Commercial Sites at Runway	Others													
Commercial Sites at South Apron	Others													
District Cooling System	EMSD													
Infrastructure Works	CEDD													

ArchSD : Architectural Services Department
CEDD : Civil Engineering and Development Department
EMSD : Electrical and Mechanical Services Department
HD : Housing Department
HyD : Highways Department
MTRCL: Mass Transit Railways Corporation Limited

Legend :
 Construction Activity

Note : This implementation programme is subject to further review and completion of the detailed planning activities.

Proposed Job Description for Head(Kai Tak Office)

Rank : Government Engineer / Government Architect (D2)
Responsible to : Project Manager (Kowloon)

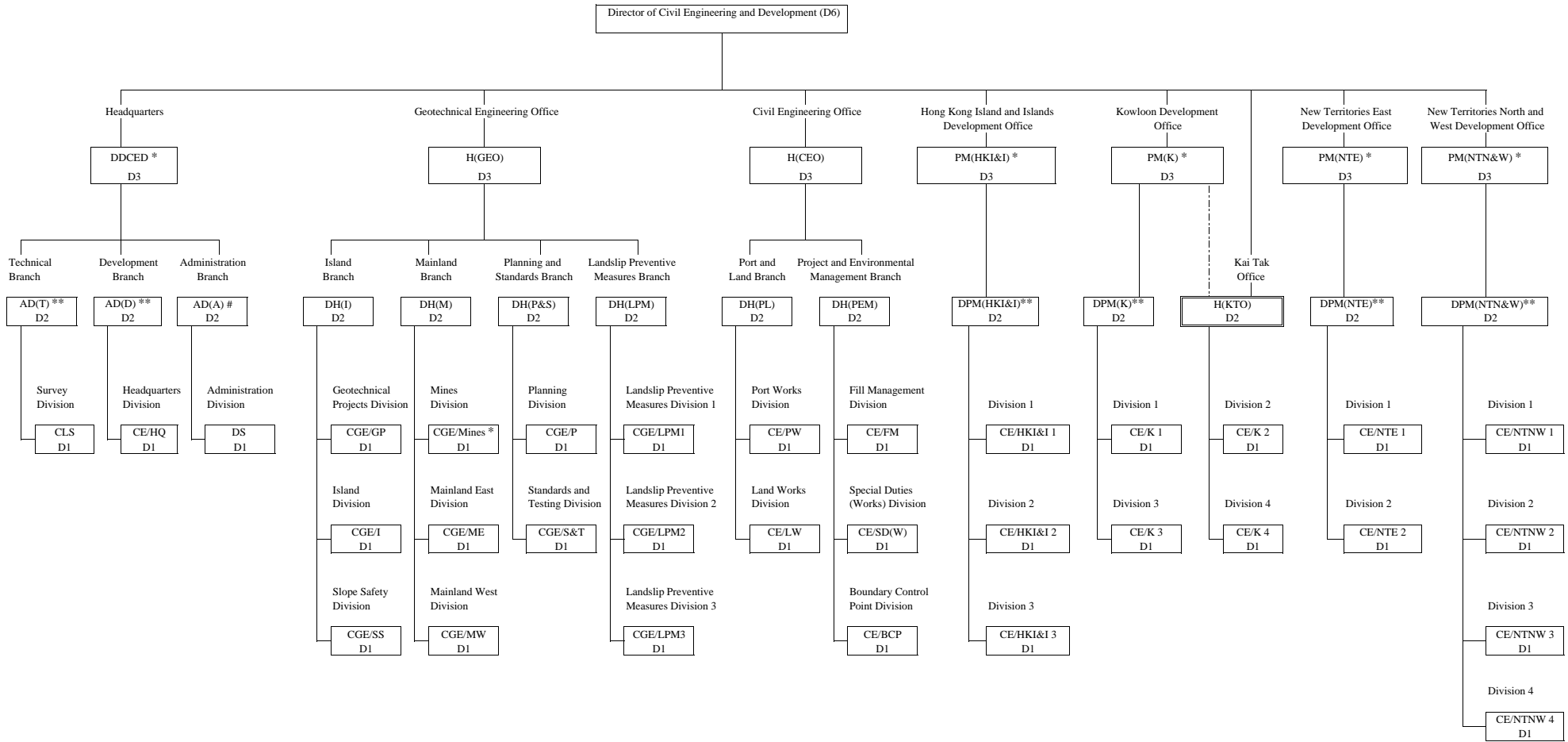
Overall Role and Objectives –

In charge of the Kai Tak Office, the Head(Kai Tak Office) is responsible to the Project Manager (Kowloon) for the effective implementation and co-ordination of planning, design and interfacing issues relating to Kai Tak Development.

Major Duties and Responsibilities -

1. Preparation of estimates, resource planning, programme and financial control;
2. Appointment and supervision of consultants;
3. Management of feasibility and engineering studies, technical and environmental assessments, investigations and design;
4. Contract administration and finalisation including monitoring progress and resolution of contract disputes;
5. Statutory and administrative procedures for securing project delivery and funding;
6. Co-ordination of key interface and programming issues arising from project implementation;
7. District administration matters for Kowloon City, Wong Tai Sin and Kwun Tong; and
8. Overseeing the work of Chief Engineers under his purview.

Proposed Organisation Chart of Civil Engineering and Development Department



Legend

- AD Assistant Director
- CE Chief Engineer
- CGE Chief Geotechnical Engineer
- CLS Chief Land Surveyor
- DDCED Deputy Director of Civil Engineering and Development
- DH Deputy Head of Office
- DPM Deputy Project Manager
- DS Departmental Secretary
- H Head of Office
- PM Project Manager

 Proposed Government Engineer / Government Architect Post

- * Multi-disciplinary posts open to D2 and D3 officers under Planning & Lands and Works groups of department
- ** Multi-disciplinary posts open to D1 and D2 officers under Planning & Lands and Works groups of department
- # Multi-disciplinary post open to D1 and D2 officers in the Engineer and Geotechnical Engineer grades under the central authority of Director of Civil Engineering and Development