

Legislative Council
of the
Hong Kong Special Administrative Region

Panel on Development
Subcommittee on Harbourfront Planning

Report on duty visit in April 2011
to study the experiences of
Boston, New York and Vancouver in
harbourfront planning and development

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Background of the study

1.1 Victoria Harbour is a unique natural asset of Hong Kong with extraordinary historical and economic significance. It has been instrumental in the development of Hong Kong as an entreport and a trading centre. Historically, the harbourfront of Hong Kong has been used mainly as a working harbour. In recent years, there is growing concern for the protection and enhancement of the harbourfront to make it more accessible and attractive for public enjoyment.

1.2 As a policy initiative under the 2008-2009 Policy Address, the Development Bureau was committed to strengthening the policy on harbourfront planning and implementation of harbourfront enhancement initiatives. The Bureau set up a task force in 2009 to study the feasibility of conducting medium-term and long-term re-planning of the harbour, improve the accessibility of the harbourfront and, in consultation with District Councils, proceed with the construction of harbourfront promenades. At the meeting of the Panel on Development on 25 November 2008, members agreed that a subcommittee should be formed under the Panel to monitor the Administration's work in harbourfront planning and to study planning, land use and related issues in respect of the harbourfront areas on both sides of Victoria Harbour. The major areas of the Subcommittee's study include --

- (a) short-term, medium-term and long-term initiatives to enhance the environment and accessibility of harbourfront areas for public enjoyment;
- (b) development of continuous promenades along the harbourfront;
- (c) planning control in respect of development projects at harbourfront sites; and
- (d) institutional arrangements for the planning and management of harbourfront areas.

1.3 In the course of the Subcommittee's study, the Subcommittee considered it useful to conduct a duty visit to selected cities with successful experience in waterfront planning and management. Having regard to the research findings of the then Research and Library Services

Chapter 1 Introduction

Division¹ of the Legislative Council Secretariat and information from the Administration, the Subcommittee decided in June 2009 to conduct a duty visit to major harbourfront cities in the United States of America and Canada in September 2009. On 10 July 2009, the House Committee gave permission for the Subcommittee to undertake the visit. Due to changes in circumstances during the planning for the visit, the visit was later re-scheduled to take place in April 2011, covering the harbourfront development in Boston, New York and Vancouver. The House Committee endorsed the revised visit plan at its meeting on 11 March 2011.

Objectives of the overseas duty visit

1.4 The objectives of the visit were to --

- (a) obtain first-hand information on the cities' waterfront development and regeneration strategies, as well as enhancement initiatives;
- (b) study the cities' institutional arrangements for waterfront planning and management, and the key challenges and opportunities in waterfront development and regeneration; and
- (c) exchange views with parties involved in the waterfront planning and management of the cities.

The delegation

1.5 As the findings in the duty visit will serve as useful references for Members in the consideration of the harbourfront planning and development in Hong Kong, which have long-term impacts and may involve legislative and funding proposals, the Subcommittee considered that the visit should be open to other Members. Nine Members subsequently joined the duty visit, and the membership of the delegation is as follows --

¹ The Research and Library Services Division was renamed Research Division on 19 November 2010.

Chapter 1 Introduction

Prof Hon Patrick LAU Sau-shing, SBS, JP
(Chairman of Subcommittee and Leader of Delegation)
Hon Abraham SHEK Lai-him, SBS, JP
(Deputy Leader of Delegation)
Ir Dr Hon Raymond HO Chung-tai, SBS, S.B.St.J., JP
Hon Timothy FOK Tsun-ting, GBS, JP
Hon KAM Nai-wai, MH
Hon Paul TSE Wai-chun, JP
Hon Albert CHAN Wai-yip
* Hon Fred LI Wah-ming, SBS, JP
* Hon Tommy CHEUNG Yu-Yan, SBS, JP
Ms Phyllis LI Chi-miu, Assistant Director, Planning Department
(Special Adviser)

* Non-Subcommittee members

1.6 At the invitation of the delegation, Assistant Director (Special Duties) of the Planning Department joined the visit at the Government's expense to offer technical advice on town planning. The delegation was also accompanied by two staff members of the Legislative Council Secretariat.

Visit programme

1.7 During the visit, the delegation met with members of waterfront and town planning authorities, city councillors, senior civil servants and representatives of relevant government and private organizations, and toured waterfront developments in Boston, New York and Vancouver. The programme of the visit and a list of persons/organizations met during the visit are given in **Appendix I** and **Appendix II** respectively.

Report of the delegation

1.8 Chapter 2 of this report gives an overview of harbourfront planning and development in Hong Kong. Chapters 3 to 5 summarize the findings of the delegation on the experiences of Boston, New York and Vancouver in harbourfront planning and development. Chapter 6 sets out the observations and conclusions of the delegation.

Chapter 2 An overview of harbourfront planning and development in Hong Kong

Planning principles and studies for the harbourfront

Vision and Goals for Victoria Harbour

2.1 The Town Planning Board ("TPB"), a statutory body charged with the principal duties to prepare statutory town plans, has all along recognized Victoria Harbour as a special public asset and part of the natural heritage of Hong Kong. In view of the public aspiration to protect and preserve the Harbour, TPB formulated its "Vision and Goals for Victoria Harbour" in 1999. The Vision Statement adopted was *"To make Victoria Harbour attractive, vibrant, accessible and symbolic of Hong Kong -- a harbour for the people and a harbour of life"*. The following goals were established to realize this vision --

- (a) bringing the people to the Harbour and the Harbour to the people;
- (b) enhancing the scenic views of the Harbour and maintaining visual access to the harbourfront;
- (c) enhancing the Harbour as a unique attraction for people and tourists;
- (d) creating a quality harbourfront through encouraging innovative building design and a variety of tourist, retail, leisure and recreational activities, and providing an integrated network of open space and pedestrian links;
- (e) facilitating the improvement of the water quality of the Harbour; and
- (f) maintaining a safe and efficient harbour for the transport of people and goods and for the operation of an international hub port.

Planning Study on the Harbour and its Waterfront Areas

2.2 Commenced in 1999 and completed in 2003, a *Planning Study on the Harbour and its Waterfront Areas* was commissioned by the Planning Department to propose ways to achieve the Vision Statement of TPB. The study formulated a *Harbour and Waterfront Plan* together with a

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recommended implementation framework, a *Tourism Plan* as well as indicative *Action Area Plans* for selected areas in Central reclamation, Hung Hom, Quarry Bay, Sheung Wan and Causeway Bay waterfront.

Harbour Planning Principles and Harbour Planning Guidelines

2.3 In May 2004, the Harbour-front Enhancement Committee ("HEC")² was set up to advise the Government on planning, land uses and developments along the existing and new harbourfront of Victoria Harbour. Further to the Vision Statement of TPB, HEC in 2005 formulated the *Harbour Planning Principles* ("HPPs"). The HPPs promulgated by HEC in 2006 sets out eight key principles³ envisioning to enhance Victoria Harbour and its harbourfront areas to become an attractive, vibrant, accessible and sustainable asset as well as a harbour for the people and of life.

2.4 HEC drew up the *Harbour Planning Guidelines* in 2007 to elaborate the intentions and requirements of the HPPs and to provide a comprehensive checklist to guide the sustainable planning, preservation, development and management of Victoria Harbour.

Authorities for harbourfront planning and development in Hong Kong

Harbourfront Commission

2.5 Recommended by HEC when it concluded its work in February 2010, the Harbourfront Commission ("HC") was established in July 2010 to succeed HEC to advise the Government on harbourfront planning, design, management and other related matters with the objective of fostering and facilitating the development of Victoria harbourfront.

2.6 HC comprises 20 non-official members and six official members. The non-official members include 12 representatives nominated by

² HEC concluded its work in February 2010. The Harbourfront Commission was established on 1 July 2010 to succeed the work of HEC.

³ The eight key principles are preservation of Victoria Harbour, stakeholder engagement, sustainable development, integrated planning, proactive Harbour enhancement, vibrant Harbour, accessible Harbour and public enjoyment.

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professional institutes, civic and environmental groups and the business sector. The Chairperson is a non-official member and the Secretary for Development is the Vice Chairperson.

2.7 The terms of reference of HC are to --

- (a) play an advocacy, oversight and advisory role in the envisioning, planning, urban design, marketing and branding, development, management and operation of the harbourfront areas and facilities on a continuous and ongoing basis;
- (b) exercise overall coordination and monitoring of harbourfront planning, urban design, development and management to ensure effective integration of these major aspects; and
- (c) foster and encourage the development, management and maintenance of the harbourfront through a wide range of contractual entrustment/partnership arrangements with the private sector (including the community, social enterprises and non-governmental organizations).

Development Bureau

2.8 In April 2009, a Harbour Unit was established under the Planning and Lands Branch of the Development Bureau to task with the following responsibilities --

- (a) formulating policies on planning and land matters related to Victoria Harbour;
- (b) identifying, coordinating and monitoring harbourfront enhancement initiatives;
- (c) strengthening public engagement during different stages of the implementation of harbourfront enhancement projects; and
- (d) providing support to HEC and then HC.

Town Planning Board

2.9 TPB is a statutory body established under the *Town Planning Ordinance (Cap. 131)* to promote the health, safety, convenience and

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general welfare of the community through the systematic preparation of plans for the layout of such areas of Hong Kong as the Chief Executive may direct, as well as the types of buildings suitable for erection therein. TPB may require the Director of Planning to prepare plans for carrying out its functions as laid down in the *Town Planning Ordinance*.

Planning Department

2.10 Headed by the Director of Planning, the Planning Department is responsible for formulating, monitoring and reviewing urban and rural planning policies, plans and associated tasks for the physical development of Hong Kong. It deals with all matters relating to land-use planning at the territorial and district levels. The Planning Department also provides professional and secretarial services for TPB to perform its statutory planning functions under the provisions of the *Town Planning Ordinance*.

Waterfront development plans in selected areas

2.11 Over the past years, a number of waterfront development plans have been initiated for different parts of the Victoria harbourfront. Some of these plans have been completed while others are still in progress. A summary of these major plans are given below.

Kai Tak Planning Review

2.12 The *Kai Tak Planning Review* was commenced in 2004 and completed in 2007 resulting in the amended *Kai Tak Outline Zoning Plan*. The 328-hectare Kai Tak site is to be developed as a heritage, green, sports and tourism hub. About one-third of the site (98 hectares) will be made up of greenery space connecting key developments including the Metro Park at Runway North, which is a sizeable harbourfront park, and the Tourism and Leisure Hub at Runway South covering a cruise terminal and a heliport for cross-boundary services to serve visitors.

2.13 The first package of works for the Kai Tak Development including the first berth of the cruise terminal and the adjacent park at Runway South has commenced and is expected to be completed in 2013.

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Planning and Engineering Review on Wan Chai Development Phase II

2.14 The *Planning and Engineering Review on Wan Chai Development Phase II* ("WDII Review") was commissioned in 2004 and completed in 2007. The main objective of the Wan Chai Development Phase II is to provide land for completing the strategic road network along the north shore of Hong Kong Island, mainly the Central-Wan Chai Bypass, to alleviate traffic congestion. Under *WDII Review*, a tunnel option is adopted for the Central-Wan Chai Bypass and Island Eastern Corridor Link ("the trunk road"), with the proposed reclamation reduced from 28.5 hectares to 12.7 hectares.

2.15 The trunk road project and the Wan Chai Development Phase II provide opportunity for enhancing the harbourfront for the enjoyment of the public. The waterfront under the Wan Chai Development Phase II will be made up of five character precincts: the Arts and Culture Precinct, Water Park Precinct, Water Recreation Precinct, Heritage Precinct and Leisure and Recreation Precinct. A 3.9-km long waterfront promenade from Wan Chai to North Point will be created for public enjoyment. Commenced in 2009, the projects for Wan Chai Development Phase II and the trunk road are expected to be completed in 2017.

Hung Hom District Study

2.16 In 2006, the Planning Department commissioned the *Hung Hom District Study* to formulate a comprehensive district plan to enhance the Hung Hom harbourfront. Completed in 2008, the study has identified the following four waterfront sites with potential for enhancement through rejuvenation and improvement measures --

- (a) the waterfront area to the south of the Hong Kong Coliseum currently occupied by the International Mail Centre and MTRC Freight Yard is proposed to be redeveloped for retail, hotel, waterfront-related leisure uses and a publicly-accessible waterfront promenade;
- (b) the waterfront sites at Hung Luen Road are proposed to be redeveloped for commercial uses;
- (c) the existing site of public transport interchange is proposed to be transformed into an Urban Park linked by a waterfront

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promenade from Tsim Sha Tsui East to Laguna Verde upon reprovisioning of the interchange; and

- (d) the proposed public realm improvement measures of Tai Wan Shan Park have been implemented.

Urban Design Study for the New Central Harbourfront

2.17 The Planning Department commissioned the *Urban Design Study for the New Central Harbourfront* in March 2007 to refine the existing urban design framework and to prepare planning/design briefs for eight key sites in the new Central Harbourfront. The study also examined the locations and design ideas for reconstructing the old Star Ferry Clock Tower and re-assembling Queen's Pier. A 2.1-km long waterfront promenade and 11-hectare harbourside public open space to form a green edge of the Harbour with a diversity of uses and activities were proposed under the Study. Based on the views collected in the two-stage public consultation and the recommendation of the Task Group on Urban Design Study for the New Central Harbourfront of HEC, revised planning and urban design proposals and Master Layout Plan for the new Central Harbourfront were completed in 2009. In the 2009-2010 Policy Address, the Chief Executive announced the development of Sites 1 and 2 at the new Central Harbourfront into a mixed-use precinct for cultural and entertainment uses by way of public-private collaboration as part of the "Conserving Central" initiative⁴.

Hong Kong Island East Harbourfront Study

2.18 The *Hong Kong Island East Harbourfront Study* was commissioned by the Planning Department in 2009 with a view to formulating a harbourfront enhancement framework for the Island East harbourfront. Consultation on the following four proposals have been conducted and the findings are being finalized --

- (a) the North Point Ferry Piers are proposed to be a main activity area with retail facilities, cafes, art display and a civic plaza;

⁴ As the works associated with the construction of the Central-Wan Chai Bypass will be carried out at part of Sites 1 and 2 up till July 2015, the development of these sites has yet to materialize.

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- (b) the Eastern Harbour Crossing Tunnel Portal area and the waterfront area at Hoi Yu Street are proposed to be transformed into an entertainment hub;
- (c) a 2-km long boardwalk underneath the elevated Island Eastern Corridor and a 600-m long Sky trail along the hillside of the Hong Kong Museum of Coastal Defence are proposed to improve harbourfront connectivity; and
- (d) streetscape enhancement for nine roads and streets are proposed to improve north-south waterfront connectivity.

Progress of harbourfront enhancement projects

2.19 To address concern about the impact of short-term land uses including works areas along the harbourfront, in 2009, HEC divided the harbourfront into 22 action areas for identification of enhancement opportunities and made specific recommendations for individual action areas.

2.20 Some of the harbourfront enhancement projects under the purview of various policy bureaux and departments have been completed. The details are summarized in the table below --

Project	Year of completion
Temporary West Kowloon Waterfront Promenade in the West Kowloon Cultural District	2005
Beautification works of the Tai Wan Shan Park in Hung Hom	2009
Sheung Wan Stormwater Pumping Station cum waterfront park, now known as the Central and Western District Promenade (Sheung Wan Section)	2009
Kwun Tong Promenade Stage 1	2010
Park area of Sun Yat Sen Memorial Park in Sheung Wan	2010
Open space fronting Central Piers No. 9 and No. 10	2010

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Project	Year of completion
Temporary waterfront promenade along the eastern part of the ex-North Point Estate site	2010
Tsing Yi Northeast Park at Tam Kon Shan Road	2010
Hung Hom Waterfront Promenade	2011

2.21 Moreover, projects relating to harbourfront development commenced in 2010 and 2011 consist of the development of an advance promenade at the new Central Harbourfront, including the construction of a 500-metre long walkway along the harbourfront to link up Central Pier No. 10 with the open space to the north of the Tamar Development (expected to be completed in early 2012) and the Harbourfront Signage Scheme cum Harbourfront Logo Design Competition (with the winning entry for the logo design announced in July 2011).

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A brief profile of Boston

3.1 Boston is located on the Atlantic coast of the State of Massachusetts of USA. Being the capital and the most populous city in Massachusetts, Boston has a total land area of 125 sq km and a population of 618 000.

3.2 Boston is renowned for its cultural facilities, world-class educational institutions, cultural and professional sports organizations, as well as its place at the very forefront of American history. It has a diversified knowledge-based economy with significant shares in higher education, health care and financial industries.



The delegation at Boston Harbor

Waterfront planning and development in Boston

3.3 One of the primary goals of Boston's waterfront planning is to ensure public access to Boston Harbor, a goal that is consistent with State law that protects the public's rights to use and enjoy the tideland areas in the State of Massachusetts. The *Massachusetts General Law Chapter 91* ("*Chapter 91*") and its *Waterways Regulations* entrust the

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Massachusetts Department of Environmental Protection ("MassDEP") with the regulatory oversight of development projects in Boston's harbours, tidewaters and tidelands. In particular, MassDEP is required to preserve and protect the public's interests along the waterfront, including the preservation of public access and the capacity to accommodate water-dependent uses⁵. To fulfil such statutory mandate, *Chapter 91* empowers MassDEP to consider applications and issue licences -- *Chapter 91 licences* -- authorizing projects involving the use and development of waterfront areas in accordance with the conditions and criteria set out in the *Waterways Regulations*.



Historic shoreline mapping establishes the jurisdiction for *Chapter 91* and the *Waterways Regulations* of Boston.

3.4 While the use and development of harbourfront areas are governed by *Chapter 91* and the associated *Waterways Regulations*, the State government recognizes that each harbour within Massachusetts has its unique circumstances that cannot be fully addressed through blanket provisions. As such, it allows municipalities latitude in adopting certain standards related to the use, height, site coverage and open space limitations set out in the *Waterways Regulations*. Each city and town

⁵ Water-dependent uses include commercial fishing, shipping, passenger transportation, boat building and repair, marinas, and other activities for which proximity to the water is either essential or of great advantage.

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can develop its own waterfront development plan (i.e. *Municipal Harbor Plan*) consistent with the statewide policy but specific to unique circumstances and matters of local significance of individual municipalities, e.g. *South Boston Waterfront District Municipal Harbor Plan*, *East Boston Waterfront District Municipal Harbor Plan*.

3.5 The *Municipal Harbor Plans*, if approved by the Secretary of the Massachusetts Executive Office of Energy and Environmental Affairs (Secretary of "EEA"), will be applied by MassDEP in its evaluation of *Chapter 91 licence* applications for the affected areas.

Authorities for harbourfront planning and development in Boston

Boston Redevelopment Authority

3.6 The Boston Redevelopment Authority ("BRA"), the city's planning and economic development agency, was established by the Boston City Council and the Massachusetts legislature in 1957 to fill a void left by the dissolution of the Boston City Planning Board. BRA is governed by a five-member board accountable to the Mayor and the City Council. According to the State legislation, four board members of BRA are appointed by the Mayor subject to the confirmation of the City Council and one board member is appointed by the Department of Housing and Community Development.



Mr Kairos SHEN, Director of Planning, Boston Redevelopment Authority (third from left), briefed the delegation on the recent development projects along the Boston harbourfront.

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3.7 The delegation met with representatives of BRA on 25 April 2011 and was briefed on its work. As a planning and development agency, BRA's major responsibilities include --

- (a) reviewing proposed development projects;
- (b) making recommendations on major construction and redevelopment activities to Boston's Zoning Commission and Zoning Board of Appeal;
- (c) drafting and recommending new zoning measures;
- (d) drafting Master Plans;
- (e) acquiring, selling and leasing real estate to achieve economic redevelopment; and
- (f) issuing revenue bonds and notes to finance projects.

3.8 The first *Municipal Harbor Plan* for Boston was prepared in 1990 by BRA and subsequently approved by the Secretary of EEA in 1991. In the ensuing years, BRA filed and received approval for the *South Boston Waterfront District Municipal Harbor Plan* in 2000, the *East Boston Waterfront District Municipal Harbor Plan* in 2002, and the *Fort Point Downtown Waterfront Municipal Harbor Plan* in 2002 and 2003, as well as several other *Municipal Harbor Plan amendments*.

Massachusetts Executive Office of Energy and Environmental Affairs

3.9 EEA serves as the principal cabinet-level agency for improving the quality of the environment and protecting the natural resources of the State of Massachusetts. It is headed by the Secretary of EEA, who also oversees the Massachusetts Office of Coastal Zone Management ("CZM") which implements the state policy concerning the protection, development, and revitalization of resources of the Massachusetts coastal zones.

Massachusetts Department of Environmental Protection

3.10 MassDEP is responsible for the preservation of wetlands and coastal resources, ensuring clean air and water, the safe management and

Chapter 3 Harbourfront planning and development in Boston

disposal of solid and hazardous wastes, and the timely cleanup of hazardous waste sites and spills. The Department is headed by a Commissioner appointed by the Secretary of EEA with the Governor's advice and consent.

3.11 On waterfront management, the Division of Wetlands and Waterways in MassDEP administers the *Chapter 91 licence* applications upholding the objectives of --

- (a) ensuring that the waterfront and waterways are used primarily for water-dependent uses; and
- (b) providing public access for the use and enjoyment of waterways by: (i) preserving and promoting the rights of safe pedestrian activities along the water's edge and its immediate environment, and (ii) securing public access benefits as compensation for non-water-dependent private development on tidelands⁶.



Presentation by Mr Alex STRYSKY of the Massachusetts Department of Environmental Protection

⁶ Such benefits may include mandatory exterior open spaces and uses within buildings that promote year-round public access to the waterfront, as well as water-dependent project components like water transportation services, community boating, public landings and fish piers.

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Massachusetts Office of Coastal Zone Management

3.12 In response to the federal *Coastal Zone Management Act of 1972*, the Massachusetts Coastal Zone Management Program was introduced by the State government for effective management, beneficial use, protection and development of the coastal zone of the State of Massachusetts. CZM was established by the State government in 1983 to take the lead in implementing the programme. A Director is appointed by the Secretary of EEA to oversee the activities of CZM.

3.13 The delegation visited CZM on 25 April 2011 and was briefed on its work. As the leading agency to provide policy advice and technical assistance to the state government, CZM engages in various programmes to --

- (a) protect coastal waters from pollution;
- (b) reduce the risk of damage from natural hazards through coastal shoreline and flood plain management;
- (c) involve in port and harbour planning to ensure that the waterfront areas are developed in a safe, environmentally sound and economically prosperous manner;
- (d) help the public access and enjoy the coastline; and
- (e) identify the most significant natural coastal areas and create initiatives for preserving these resources.

CZM is also consulted on the *Chapter 91 licence* applications where appropriate.

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Prof Hon Patrick LAU Sau-shing (leader of delegation and Chairman of the Subcommittee) presented a souvenir to Mr Bruce CARLISLE, Acting Director, Massachusetts Office of Coastal Zone Management.

Boston Harbor Association

3.14 The Boston Harbor Association ("TBHA") was founded in 1973 with the mission of promoting a clean, alive and accessible Boston Harbor. Governed by a Board of Trustees and funded by the City Council and donations, TBHA is a non-profit advocacy group bringing together the diverse interests of stakeholders such as harbour users, environmentalists, developers and policy makers to develop balanced solutions for matters related to Boston Harbor, e.g. TBHA has proactively given advice on the development of the Boston HarborWalk and provision of the Atlantic Avenue Observation Deck for public access in a private development at the waterfront. It also implements programmes to educate the public to preserve Boston Harbor and build consensus for a clean and alive harbour. The delegation met with the Executive Director of TBHA, who briefed members on TBHA's work, the latest waterfront developments in Boston and guided a tour to major waterfront private developments, on 25 April 2011.

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Ms Vivien LI, Executive Director, The Boston Harbor Association, briefed the delegation on how the Association worked with policy makers, developers and harbour users to make Boston Harbor accessible and vibrant.

Major waterfront developments in Boston

3.15 To address the various needs, functions and characteristics of the different waterfront areas, BRA has divided Boston Harbor into eight planning areas, as well as developing individual municipal harbour plans for the South Boston waterfront, East Boston waterfront and Fort Point Channel areas.

South Boston waterfront

3.16 The South Boston waterfront is a 405-hectare swathe of filled tidelands that borders the downtown financial district, the Inner Harbor, and the South Boston neighbourhood. It is located on the east of the Fort Point Channel and abuts Dorchester Bay to the south. The area was used to accommodate parking lots, warehouses and port facilities in the past. In the late 1990s, the Boston government worked out several plans to redevelop the South Boston waterfront, including the *Seaport Public Realm Plan* in 1999 and the *South Boston Waterfront District Municipal Harbor Plan* in 2000. The *South Boston Waterfront District Municipal Harbor Plan* was tailored to the urban character and mixed-use economy of the area.

3.17 In 2010, BRA approved the Seaport Square development project to redevelop 9.3 hectares⁰ of vacant sites and parking lots on South Boston's waterfront adjacent to the financial district of the city. The US\$3 billion (HK\$23.4 billion) project aims to add a thriving new neighbourhood to the waterfront with a mix of offices, hotels, shops,

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residential buildings and a cultural and educational centre. The project takes ten years to complete, with the first phase scheduled to commence in late 2011.



The Boston waterfront



East Boston waterfront

3.18 The East Boston waterfront borders Chelsea Creek and lies directly across the Inner Harbor from the Charlestown, the North End, Downtown Boston and South Boston harbour districts. Obsolete wharves and piers surround three sides of East Boston.

3.19 In 2002, BRA formulated the *East Boston Waterfront District Municipal Harbor Plan* to map out a harbour plan tailored to the characteristics of the East Boston waterfront and reflecting the planning goals of the harbourfront community. The major development projects include the LoPresti Park, the Constitution Beach, the East Boston Greenway and the Piers Park.

3.20 East Boston waterfront has a number of piers directly facing Downtown Boston. While some piers have maritime uses, most are under-utilized or abandoned. These undeveloped land parcels offer redevelopment opportunities for building promenades, industrial, commercial, residential developments and open spaces.

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Waterfront of Boston -- Defunct piers are maintained with condominiums and hotels built over them.

Fort Point Channel

3.21 The Fort Point Channel is a maritime channel separating South Boston from Downtown Boston, feeding into Boston Harbor. Stretching less than 3 km long, the Channel was once an important waterway serving thriving industries in South Boston. The waterway has been under-utilized over the past 50 years due to the decline of Boston as an industrial centre and reduced reliance on water transportation. In recent years, the Fort Point Channel has reinvented itself as Boston's "next great place", with the development of lofts, studios, galleries and museums in its adjacent areas.

3.22 In the early 2000s, BRA undertook the preparation of a Municipal Harbor Plan for the downtown side (western) of the Fort Point Channel, an area covering seven parcels of land including the watershed of the Fort Point Channel. The major development projects of the Fort Point Channel district include the Fort Point Channel HarborWalk, Boston's Children Museum and 470 Atlantic Avenue.



The observation deck on the 14th floor of 470 Atlantic Avenue, a commercial development, is accessible to the public and provides a bird's eye view of the Fort Point Channel.

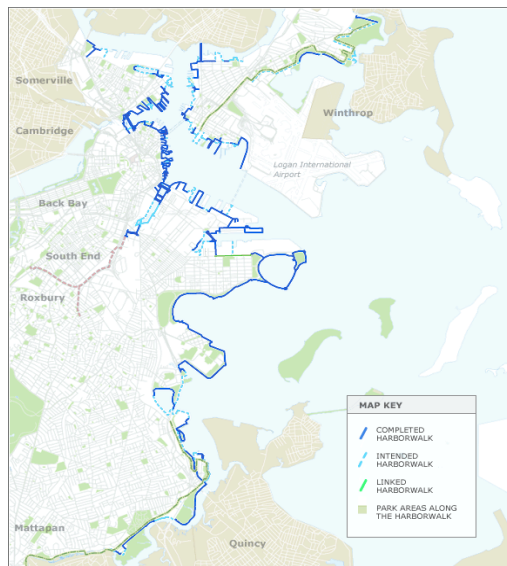
Major waterfront projects in Boston visited by the delegation

Boston HarborWalk

3.23 The Boston HarborWalk is a 76-km waterfront public walkway connecting Boston's six waterfront neighbourhoods⁷. The project is designed to connect the public to a clean and restored Boston Harbor, and the water's edge to the open space system of the city. Commenced in 1984, the project has nearly 63 km of walkway completed. Parks, outdoor seating areas, cafes, educational display areas and water transportation facilities are provided along the walkway.

⁷ Charlestown/Navy Yard, North Station Waterfront, Downtown/North End Waterfront, Eastern Boston Waterfront, South Boston Waterfront, Dorchester/Neponset River Waterfront

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The Boston HarborWalk connects Boston's six waterfront neighbourhoods.



The delegation toured the Boston HarbourWalk with Ms Vivien LI, Executive Director, The Boston Harbour Association (third from right) and a hotel manager (centre).

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The Rose Fitzgerald Kennedy Greenway

3.24 The Rose Fitzgerald Kennedy Greenway stretches 2.4 km in downtown Boston, connecting the downtown to the waterfront and providing 150 000 sq m of parks and gardens. Completed in 2008, it was built on land previously occupied by a major elevated highway, which was replaced by a tunnel.



The Rose Fitzgerald Kennedy Greenway in Boston replaced an elevated highway and connects the downtown to the waterfront.

Chapter 4 Harbourfront planning and development in New York

A brief profile of New York

4.1 Located on the Atlantic coast of New York State, New York City ("New York") has a total land area of 789 sq km. According to the 2010 Census, New York has a population of 8 175 000 and is the most populous city in the USA.

4.2 New York is a leading international financial centre with the New York Stock Exchange being the largest stock exchange in the world. As at December 2010, approximately 9% of New York's population were engaged in the finance and insurance industry.



The delegation in New York

Waterfront planning and development in New York

New York City Comprehensive Waterfront Plan (1992)

4.3 The *New York City Comprehensive Waterfront Plan* ("CWP"), adopted by the New York City Government in 1992, was the city's first comprehensive waterfront plan, depicting a framework to guide land use along the waterfront. CWP identified four functions of the waterfront: (a) natural waterfront, (b) public waterfront, (c) working waterfront; and (d) redeveloping waterfront.

4.4 CWP divided the waterfront into 22 specific reaches⁸, and made recommendations for individual reaches. To take forward CWP, the *Waterfront Zoning Text* was adopted in 1993 to stipulate bulk regulations for waterfront developments, establish requirements for public access to the waterfront in private developments and create design standards for waterfront public access. Based on the recommendations in CWP, regulatory changes have been implemented through two means, namely the *Waterfront Revitalization Program* ("WRP") and the *Waterfront Zoning Amendments*⁹. The Department of City Planning is required by local law to revise CWP every ten years to ensure that the City's waterfront policies are updated.

Waterfront Revitalization Program

4.5 WRP is the City's principal coastal zone management tool, which contains a formal statement of policies for balancing economic development, protecting natural resources, and facilitating public access to the shoreline. When a proposed project in the coastal zone requires a local, state, or federal discretionary action, the project's consistency with the policies and intent of WRP has to be determined before the project can move forward.

⁸ Reach is a nautical term for a continuous expanse of water.

⁹ The *Waterfront Zoning Amendments* define the waterfront in the *Zoning Resolution* and establish clear rules for the use of the waterfront.

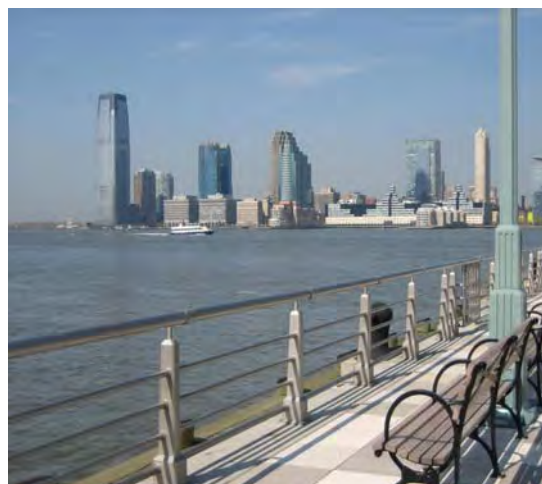
Borough Waterfront Plan

4.6 Individual *Borough Waterfront Plan*, issued in conjunction with *CWP*, provides detailed analyses of development plans on individual reaches under the five boroughs of New York, i.e. Bronx, Brooklyn, Manhattan, Queens and Staten Island. Similar to *CWP*, the borough plan is formulated to balance the goals associated with the four principal functions of the waterfront:

- (a) protecting and enhancing the Natural Waterfront, which comprises beaches, wetlands, wildlife habitats, sensitive ecosystems and the water itself;
- (b) re-establishing the public's connection to the Public Waterfront, which includes parks, esplanades, piers, street ends, vistas and waterways that offer public open spaces and waterfront views;
- (c) facilitating water-dependent uses and ensuring sufficient manufacturing-zoned land to accommodate the Working Waterfront, where water-dependent, maritime and industrial uses cluster or where various transportation and municipal facilities are dispersed; and
- (d) promoting new uses on the Redeveloping Waterfront, where land uses have recently changed or where vacant and under-utilized properties suggest potential for beneficial changes.



The New York waterfront



Waterfront Vision and Enhancement Strategy

4.7 Officially released in March 2011, the *Waterfront Vision and Enhancement Strategy* is a multi-agency initiative led by the Mayor's Office, the Department of City Planning, and the New York City Economic Development Corporation ("NYCEDC") to fulfill new requirements established by the New York City Council for ongoing comprehensive waterfront planning and management in New York. The Strategy comprises two action plans for creating a long-term sustainable blueprint for New York's 840 km of waterfront. The two action plans are summarized below.

Vision 2020: New York City Comprehensive Waterfront Plan (2011)

4.8 The *Vision 2020: New York City Comprehensive Waterfront Plan* ("*Vision 2020*") builds on *CWP (1992)* as well as the City's experience over the past 18 years to set forth a new vision for a 21st century New York waterfront. The plan was promulgated in 2011 after a series of public consultation. The plan identifies key opportunities for improving the waterfront and outlines strategies to realize the new vision. *Vision 2020* is formulated in accordance with the four principal functions of the waterfront, and eight main goals are derived accordingly:

- (a) expanding public access to the waterfront and waterways on public and private properties for all New Yorkers and visitors alike;
- (b) enlivening the waterfront with a range of attractive uses integrated with adjacent upland communities;
- (c) supporting economic development activities on the working waterfront;
- (d) improving water quality through measures that benefit natural habitats, support public recreation, and enhance waterfront and upland communities;
- (e) restoring degraded natural waterfront areas and protecting wetlands and shorefront habitats;

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- (f) enhancing the public experience of the waterways that surround New York – the Blue Network¹⁰;
- (g) improving governmental regulation, coordination and oversight of the waterfront and waterways; and
- (h) identifying and pursuing strategies to increase the City's resilience to climate change and sea level rise.

Apart from the city-wide policies, *Vision 2020* has also updated the strategies for the 22 reaches with recommendations on site-specific projects.

New York City Waterfront Action Agenda

4.9 The *New York City Waterfront Action Agenda* ("the *Agenda*") is a three-year implementation plan of *Vision 2020* with actions for realizing the waterfront and waterways as a world-class destination, a globally competitive port, and a rich and vital natural resource that draws all New Yorkers to its edge and onto the water. The *Agenda* includes 130 specific, high-priority projects that demonstrate the City's commitment to investing in the waterfront's transformation.

Authorities for harbourfront planning and development in New York

Mayor's Office

4.10 The Mayor of New York is the Head of the Executive Branch of the New York City Government and has jurisdiction over the five boroughs. The Mayor is empowered to appoint senior officials, including Commissioners of City Departments as well as Deputy Mayors.

Department of City Planning

4.11 The Department of City Planning conducts planning and zoning studies to promote strategic development in communities throughout the City. It also assists in annual review of approximately 500 land use

¹⁰ The Blue Network refers to the network of bays, rivers, inlets and streams in New York that connect the five boroughs.

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applications for actions such as zoning changes and disposition of City properties. It serves both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography, and public space. The delegation met with representatives of the Department of City Planning on 26 April 2011 to discuss waterfront development strategies in New York.



The delegation met with Mr Michael MARRELLA, Project Director, New York City Department of City Planning (far right).

New York City Planning Commission

4.12 The City Planning Commission since establishment in 1938 is responsible for the conduct of planning for the orderly growth and development of the city. The Commission meets regularly to consider development applications.

New York City Economic Development Corporation

4.13 NYCEDC is a non-profit-making organization operating under contract with the City Government, and is the City's primary vehicle for economic development services. NYCEDC serves as a catalyst for public and private initiatives that promote the City's long-term vitality. The East River Waterfront Esplanades and Piers Project being undertaken

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by NYCEDC is one of its initiatives to revitalize the eastern waterfront near the downtown in Lower Manhattan.

Waterfront Management Advisory Board

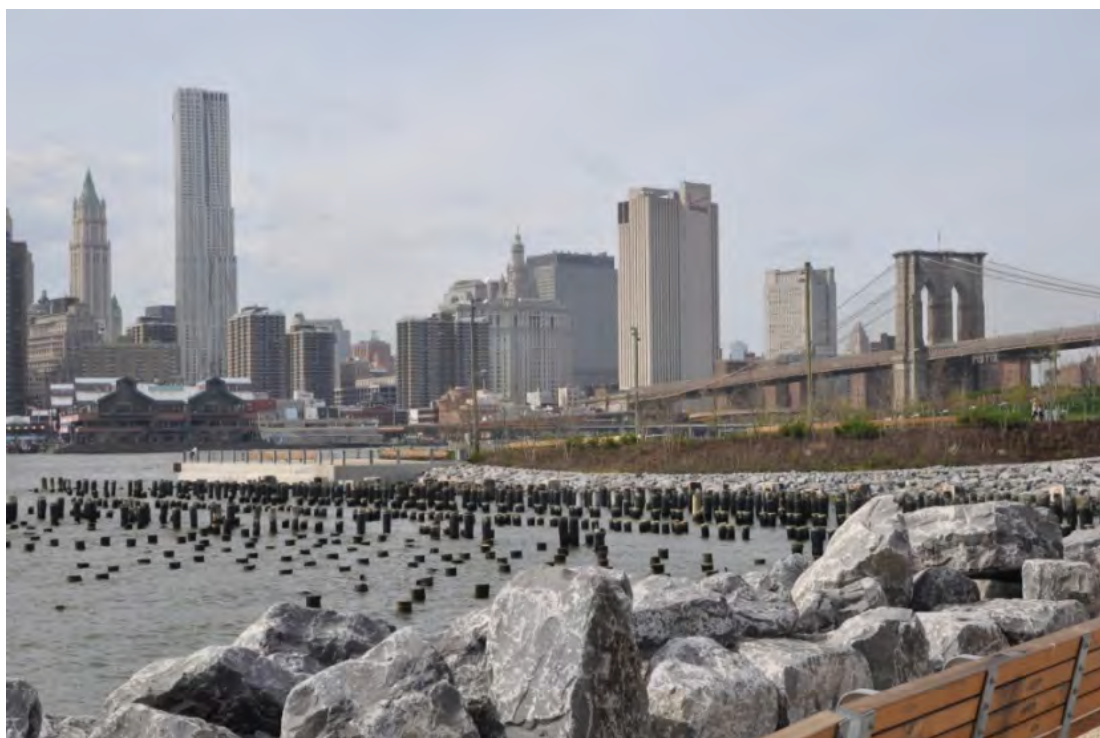
4.14 The Waterfront Management Advisory Board provides an important forum for cooperation among city, state, federal, and civic partners to advance shared goals and initiatives for the optimal balance of waterfront and waterway uses. Chaired by the Deputy Mayor for Economic Development, the Board consists of 12 mayoral appointees representing the maritime industry, labour unions, transportation companies, real estate and hospitality businesses, and environmental and civic organizations. The Board meets every six months, with several subcommittees meeting frequently to cover topics identified in *Vision 2020* and the *Agenda*.

Major waterfront developments in New York

4.15 There is a wide variety of waterfront developments in each of the five boroughs of New York. Major new developments are set out in the following paragraphs.

Brooklyn

4.16 Based on the plan for Brooklyn, there will be waterfront access along the East River and Upper Bay in conjunction with new waterfront development, and use of public land and street ends to create public open spaces for communities that are presently cut off from their waterfronts. Brooklyn Bridge Park is a key project along the East River. To the south, the plan recommends the eventual completion of a waterfront greenway along Shore Parkway, Coney Island, and Jamaica Bay.



The Brooklyn waterfront

Manhattan

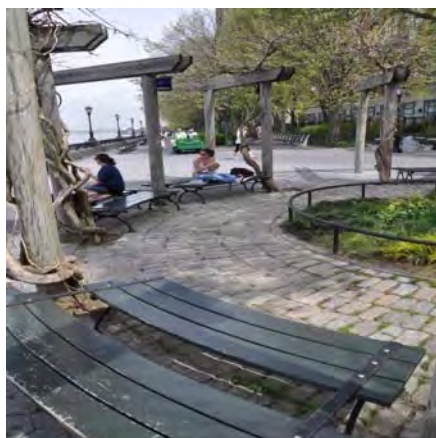
4.17 Manhattan will be the most highly developed public shoreline owing to its density and the extent of its existing and planned parks and esplanades. Continuous public access is recommended around the entire borough. Gaps in the East Side public access system will be addressed by interim and long-term strategies. The plan recognizes the impracticality of continuous public access along the Harlem River and proposes bridge connections to an esplanade on the Bronx side of the river.



The Manhattan waterfront

New York HarborWay

4.18 The development of New York HarborWay ("NYHarborWay") is an initiative of Michael Bloomberg, Mayor of the New York City, with the aim of making the New York Harbour a major recreational destination for residents and visitors. The development of NYHarborWay is underway. Under the plan, nine destinations, i.e. Hudson River Park, Battery Park City, Brooklyn Bridge Park, Battery Park, East River Waterfront Esplanade, Ellis Island, Governors Island, Liberty Island and Liberty State Park, will be connected by ferry or bike greenways.



NYHarborWay



Three major waterfront projects in New York

4.19 The delegation visited three destinations of NYHarborWay and met with key officials of relevant organizations, i.e. the Hudson River Park Trust, the Battery Park City Authority and the Brooklyn Bridge Park Development Corporation, to learn the experience in the development of their projects and new plans and initiatives. The details are provided below.

Hudson River Park

4.20 The 225-hectare Hudson River Park stretched along the Hudson River waterfront area of Manhattan from 59th Street on the north to Battery Place on the south. It is built on 2.2 sq km of former maritime industrial waterfront, stretching 8 km along the Hudson River, and is the largest open space project in Manhattan since the completion of the Central Park. The construction of the park began in 1999. Approximately 80% of the construction has been completed.





Hudson River Park

4.21 The *Hudson River Park Concept and Financial Plan* was laid down in 1995. The *Hudson River Park Act (1998)* defines how the Park area may be used. The Park was funded primarily from capital from the State and City governments. The following facilities are being provided in phases --

- (a) a continuous waterside esplanade, sports fields, ball courts, lawns, public spaces, parks and bike paths;
- (b) a 1.6-sq km Estuarine Sanctuary to preserve coastal and wildlife habitat;
- (c) waterside café and refreshments; and
- (d) at least 13 public piers, passage ship terminals, marina and boating facilities.

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The delegation visiting the Hudson River Park

Organizational and financial arrangements

4.22 The Hudson River Park Trust was established in 1998 as a joint State-City agency of New York State and New York City under the *Hudson River Park Act*. Tasked with the design, construction and operation of the Hudson River Park, the Trust is a public benefit corporation¹¹ governed by a Board of Directors, with diverse backgrounds ranging from professionals, academics, businessmen to government officials. The Trust also works with an Advisory Council, comprising elected officials, and representatives from the business, environmental and civic communities.

4.23 While the capital funding of the Park comes from the State, City and Federal budget appropriations, the Park operates on the principle of financial self-sufficiency, with income generated by rents from commercial tenants (e.g. rents from Chelsea Pier Sports and Entertainment Complex), fees (e.g. fees from Pier 40 parking), concession, grants and donations.

4.24 Friends of Hudson River Park is the primary advocacy and support organization for the Park. It was formed in 1999 by a group of activists supporting the completion and sustainable development of the Park. Currently, Friends of Hudson River Park is exploring the possibility of creating a "Hudson River Park neighborhood improvement district" with Park neighbours to generate additional resources. An improvement district would serve the Park and its surrounding neighborhoods by improving connections to the Park, investing in Park capital maintenance and focusing on public space improvements to the east of the Park.

¹¹ A public benefit corporation is a public organization chartered by a State designed to perform public services.

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The Hudson River Park



Battery Park City

4.25 The Battery Park City is a comprehensive development for commercial, residential and recreational uses. It is built on a 3 720-hectare reclaimed site at the southwest tip of Manhattan fronting the Hudson River previously serving as warehouses and industrial piers. The Battery Park City is developed under a public-private partnership between the Hugh L. Carey Battery Park City Authority (the "BPC Authority") and private developers according to a series of Master Plans and clear design guidelines. With construction beginning in 1980, the project has almost been completed.



Development of the Battery Park City

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4.26 Major features of the Battery Park City include --

- (a) residential homes (760 000 sq m residential floor space for 14 000 population);
- (b) public schools and community facilities;
- (c) retail shops, restaurants, 2 hotels and commercial offices (860 000 sq m office floor space);
- (d) 142 000 sq m of public parks and open spaces;
- (e) a marina for sizable yachts and a ferry pier;
- (f) a 1.9-km waterfront esplanade;
- (g) two memorials and two museums (Skyscraper Museum and Museum of Jewish Heritage);
- (h) a wide range of activities, e.g. public art performance and festivals; and
- (i) a green community, e.g. certified green buildings, green parks, energy conservation, water conservation, etc.



Battery Park City



Organizational and financial arrangements

4.27 The BPC Authority was established in 1968 under the *Battery Park City Authority Act*. It was tasked to plan, create, coordinate and maintain a balanced community of commercial, residential, retail and park spaces in the Battery Park City. Being a public benefit corporation,

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the BPC Authority is governed by a Board of Directors with diverse backgrounds ranging from professionals, senior business executives to government officials.



The delegation met with representatives of the BPC Authority.

4.28 Private developers bid to lease individual plots of land from the BPC Authority for development and sign lease through the year 2069. When the BPC Authority puts up land parcels for bidding, it may require developers to include the development of some public amenities in their proposals. Moreover, the BPC Authority oversees the Master Plan preparation and revision, and issues design guidelines laying down a design framework for developers for each new development area to ensure that the design is consistent with the concepts of the 1979 Master Plan for the Battery Park City. The Authority also reviews and monitors all architecture and design work, planned or underway.

4.29 The BPC Authority collects payments from developers in lieu of taxes to the New York City Government and land rents. It also received payments from users of civic facilities in the Battery Park City. Surplus funds are given to the City government after recovering the costs for infrastructure, debt service, operating expenses, etc. So far, the Authority has turned over more than a billion US dollars to the City government, i.e. an average of US\$100 million per year.



The delegation with Ms Sidney DRUCKMAN, Director, Special Projects, BPC Authority, during a tour of the Battery Park City

4.30 The parks, open spaces and public programmes of the Battery Park City are operated by the non-profit Battery Park City Parks Conservancy, which is funded by the residents, private developers, the BPC Authority and private donations. The Conservancy maintains the parks and gardens at the Battery Park City, which are open to the public at no cost to the City government.

Brooklyn Bridge Park

4.31 The Brooklyn Bridge Park is a 34-hectare waterfront park stretching 2.1 km along the East River shoreline of Brooklyn. The project is a collaboration between the State government and the City government. The site of the Park originally comprised six defunct piers, warehouses and parking lots. State and City funding was committed in 2002 for constructing the Park. The Master Plan for the Park was approved in 2005 and construction began in 2009, with the first 2.4 hectare of park area in Piers 1 and 6 opened in 2010. Upon completion, the Brooklyn Bridge Park will provide green space for

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playing fields, sport courts, playgrounds, civic lawns, running tracks, bicycle paths, etc. A calm water area is planned for kayaking and canoeing.



The Brooklyn Bridge Park

4.32 Existing site features and materials are retained or reused in the Brooklyn Bridge Park. For example, original site structures, such as warehouses and fittings that have been removed, were carefully demolished so that the materials could be re-used in the construction of facilities in the Park. Wood from the existing Cold Storage buildings was removed, milled and used to construct park benches and the cladding on park buildings. Organic techniques are applied in the maintenance of trees, shrubs and lawns in the Park. Organic landscaping practices sustainably maintain park lawns and plantings without the use of chemicals. Salvaged granite sourced from the Roosevelt Island Bridge and Willis Avenue Bridge was carefully placed along the water edge and at Pier 1 to create a series of rivers steps overlooking the harbour.

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Brooklyn Bridge Park - Existing site features and materials are retained.

Organizational and financial arrangements

4.33 The Brooklyn Bridge Park Development Corporation ("BBPDC") was set up in 2002 for the planning, construction, maintenance and operation of the Brooklyn Bridge Park under a *Memorandum of Understanding* signed by the Governor of New York State and the Mayor of New York City. BBPDC is a public benefit corporation governed by a 17-member Board of Directors appointed by the Mayor, the State Governor and local elected officials. It works with an Advisory Council with members representing a wide variety of stakeholders on the major initiatives and policies of the Park.

4.34 With an initial funding of US\$226 million from the Port Authority of New York and New Jersey and the New York City Government, the Brooklyn Bridge Park is required to be financially self-sufficient once it is built. Therefore, revenue producing developments are necessary to support maintenance and operation. The re-use of two historic properties, Tobacco Warehouse and Empire Stores, and development of three new sites for a mix of condominium, hotel and restaurant/catering uses are recommended to help achieve a self-sustaining park. The Master Plan clearly defines the limit of the development i.e. the development footprints should be confined to less than 10% of the project area so as to maximize the park land. It also specifies the design requirements. Currently, the Park is generating operation and maintenance funds from One Brooklyn Bridge Park, an occupied residential condominium building completed in 2008, converted from a warehouse. The remaining development sites will be developed in phases as construction of the Park continues and additional operation and maintenance funds are required.



Ms Regina MYER, President, BBPDC, received a souvenir from Prof Hon Patrick LAU Sau-shing, leader of the delegation.

4.35 The creation and operation of the Brooklyn Bridge Park has been supported by the Brooklyn Bridge Park Conservancy, an independent citizen organization, for over 25 years through advocacy, fundraising and organization of community programmes.

Brief profiles of Vancouver and North Vancouver

5.1 Vancouver is the eighth largest city in Canada, with an area of 114.7 sq km. It is located in the Province of British Columbia and is part of Metro Vancouver. In 2010, the population of Vancouver was about 643 000.

5.2 Vancouver is Canada's largest and most diversified port, with an annual trading of CAD75 billion (HK\$565.5 billion) with more than 130 economies. The financial services sector in Vancouver ranks second amongst all Canadian cities. The tourism sector is strong, with 8% of the city's jobs being in accommodation and food services. The 2010 Winter Olympics and 2010 Winter Paralympics were held in Vancouver and nearby Whistler, a resort community 125 km north of the city.



The Vancouver waterfront



5.3 The City of North Vancouver ("North Vancouver") is usually considered a suburb of Vancouver. It is a small waterfront municipality on the north shore of Burrard Inlet with an area of 11.98 sq km and a population of 45 000. It has significant industries of its own, including shipping, chemical production, and film production.



The North Vancouver waterfront

Waterfront planning and development in Vancouver and North Vancouver

Policy Statement

5.4 A *Policy Statement* is a planning tool used by the Vancouver City Council to describe general planning principles that guide the future development of a major site. It establishes the scope of development through various phases of planning and urban design. It also identifies the list and standards of necessary public amenities for the development, such as waterfront walkways, public open space, community facilities and other neighbourhood and city-wide provisions.

5.5 During the waterfront development process, the Vancouver City Council sometimes implements the Policy Statement jointly with Federal Crown Corporations. It also holds open houses, public workshops and meetings with individuals and groups to generate ideas and identify concerns regarding the development of sites.

Official Development Plan

5.6 The *Official Development Plan* ("ODP") is the overall guide to the development of a particular area in Vancouver. It guides the preparation of the zoning by-laws, housing programmes, community facilities agreements, servicing designs and agreements, and relevant instruments stipulating its implementation. Examples are the *Coal Harbour Official Development Plan (2002)* and the *False Creek Official and Area Development Plan (1998)*.

5.7 In the preparation of an *ODP*, concerns and objectives of various property owners, interested groups, and individual members of the public are considered through a public involvement process. Regular review will be conducted to ensure that the plan covers all prevailing public needs and concerns.

Official Community Plan

5.8 For North Vancouver, the *Official Community Plan* ("OCP") outlines the city's long-term vision, directing residential, commercial, industrial, institutional, recreational and utility uses in the municipality. It also deals with social and environmental issues. North Vancouver first adopted an *OCP* in 1980. The most recent version was adopted in 2002. During the *OCP* revision process, the North Vancouver City Council encouraged community input through open houses, focus groups, advertisements, and surveys. Once adopted, all other municipal bylaws and works undertaken in the city must be consistent with the Plan.

Authorities for harbourfront planning and development in Vancouver and North Vancouver

City Council

5.9 The Vancouver City Council makes all decisions on city policies and rezonings as well as approvals on property development. Development applications are administered by City Council staff based on the Council-approved policies. The delegation met with two City Councillors, Mr George CHOW and Dr Kerry JANG, on 30 April 2011 and was accompanied by them in the visit to various waterfront areas in Vancouver.

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5.10 Under Vancouver's Building Control process, there are established permit review and inspection procedures for building construction in the city. While the Development Permit Board considers complex and major development applications, the Director of Planning deals with applications of smaller scale.



The delegation with Councillors Mr George CHOW and Dr Kerry JANG of the Vancouver City Council

5.11 In North Vancouver, the Advisory Planning Commission advises the North Vancouver City Council on community planning in respect of an *OCP*, City Plans or strategies, Zoning Bylaws, Development Permits and Development Variance Permits.

Vancouver – Planning Department

5.12 The Planning Department has four divisions which are tasked with responsibilities including advising the City Council on policies which guide the growth and change in Vancouver, developing city-wide policies, plans and regulations, contributing to region-wide planning initiatives, coordinating and carrying out community planning and policy

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development, providing urban design review, development planning, rezoning processing, heritage management and major project planning throughout the city. The delegation was briefed on the work of the Planning Department on 29 April 2011 and was guided in a tour to waterfront development in False Creek.

North Vancouver -- Community Development Department and Waterfront Project Office

5.13 The Community Development Department supports and oversees the long-term land-use planning, development planning, and community planning including social, youth, senior and housing initiatives in North Vancouver. It is also responsible for the issuance of business licences, construction permits and carrying out relevant inspections. The Waterfront Project Office is responsible for overseeing the operations of the waterfront development project in North Vancouver. The delegation met with representatives of the Waterfront Project Office on 29 April 2011 and exchanged views on its works and new initiatives in enhancing the harbourfront.

Major waterfront developments in Vancouver and North Vancouver

Coal Harbour

5.14 The Coal Harbour water basin, a waterfront of about 5 km, is one of Vancouver's newest and most vibrant high-rise neighbourhoods in the centre of Vancouver. It has historical significance as one of the original maritime centres of Vancouver and continues to be an important spot for a variety of marine activities.



Coal Harbour

5.15 Major waterfront development projects in the Coal Harbour include:

- (a) Canada Place, originally built as the Canada Pavilion for Expo 86 and converted into a mixed-use commercial facility;
- (b) the Vancouver Convention Centre new extension;
- (c) waterfront public open space including a public waterfront walkway, a 1.3-hectare plaza, a 2.4-hectare green living roof, and a marine habitat at or near the Vancouver Convention Centre extension;
- (d) Canada's largest and one of North America's busiest container port, with cargo terminals, cruise ship terminals, shipyards and railways at the eastern side of Canada Place;
- (e) the centre of the financial district of Vancouver at the southern side, dominated by high-rise office, hotels and apartment buildings; and

- (f) the northwestern section, featuring parkland, private marinas, and rowing and boating clubs.

False Creek

5.16 False Creek was a heavy industrial area prior to 1986. To accommodate Expo 86, all industries were moved out. Following Expo 86, the land was sold to private developers and rezoned. Redevelopment of some 80 hectares of inner city area took place over a 20-year period, which has changed Vancouver's downtown skyline as well as its waterfront public realm.

5.17 Major waterfront development projects in False Creek include --

- (a) parks, community centres, schools and social housing at the north shore, all linked by a waterfront promenade;
- (b) Southeast False Creek neighbourhood, the site for the Olympic Village for the 2010 Olympic and Paralympic Winter Games developed into a mixed use green neighbourhood;
- (c) Granville Island, a waterfront leisure and heritage precinct located in the south across the Creek; and
- (d) at the eastern side, a science centre, an IMAX theatre and a row of tall residential towers.



False Creek

North Vancouver

5.18 North Vancouver introduced the Waterfront Project in 2005 to provide a focus for waterfront redevelopment opportunities and preservation of waterfront industries. The Waterfront Project features a 213-km public pier and adjoining moorage opportunities for leisure boats and ocean liners. In 2009, the City Council of North Vancouver adopted the *Waterfront Vision, Goals and Objectives* of the development.

Major waterfront projects in Vancouver visited by the delegation

Coal Harbour

5.19 The delegation met with representatives of Port Metro Vancouver ("PMV") at Canada Place, Coal Harbour and visited the Vancouver Convention Centre new extension.

Port Metro Vancouver

5.20 PMV is a non-shareholder, financially self-sufficient Federal Crown Corporation of Canada. It is governed by a Board of Directors comprising 11 members: one appointed by the federal government of Canada, two by the provincial governments, one by the city government and seven by port users. PMV was formed in 2008 by merging the three port authorities in the Greater Vancouver Regional District, namely the Fraser River Port Authority, the North Fraser Port Authority and the Vancouver Port Authority, and is responsible for the operation and development of the ports previously owned by the three port authorities. PMV operates across business sectors including automobiles, cargo and container, and cruise. It supports 129 500 jobs and generates an annual economic output of CAD22 billion (HK\$166 billion). Major waterfront facilities associated with PMV include 28 deep-sea and domestic marine terminals and related services, cruise terminals serving as the homeport for the Vancouver-Alaska cruise industry, and three railways for freight services.

5.21 In 2010, PMV started a strategic visioning and long-term planning process called "Port 2050" with a view to addressing two core questions - good growth for the Vancouver Gateway and its stakeholders; and what the Vancouver port will look like in the next 20 and 40 years. The process involved in-depth consultation with PMV's stakeholders including, terminal operators, tenants, industry organizations, government agencies, local municipalities and community liaison groups, etc., with a view to developing a strategic vision for guiding the subsequent development of PMV's comprehensive Land Use Plan.

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The delegation with representatives of Port Metro Vancouver



Cruise facilities operated by Port Metro Vancouver at Canada Place

Vancouver Convention Centre new extension

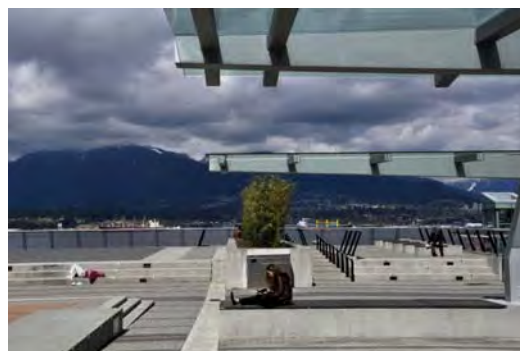
5.22 The Vancouver Convention Centre ("the Centre") is located at Canada Place and comprises two buildings, namely the East and West Buildings. The East Building, which was opened in 1987 after originally serving as the Canada Pavilion for Expo 86 held in Vancouver, has become the major convention facility of the Province of British Columbia.



The delegation touring the waterfront promenade at the Vancouver Convention Centre

5.23 The Centre underwent expansion in 2004 to enlarge its capacity. The new waterfront extension, the West Building, was opened to public in 2009. The West Building, with 60% built on land and 40% built over water, has tripled the size of the Centre from 12 400 sq m to 43 300 sq m with 52 additional meeting rooms. There is also a public area of 8 000 sq m, with a waterfront promenade, and a green roof of 24 000 sq m.

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The West Building of the Vancouver Convention Centre

5.24 The Centre is owned and managed by the British Columbia Pavilion Corporation ("BC Pavilion Corporation"), a Crown Corporation of the provincial government of British Columbia. BC Pavilion Corporation is governed by a Board of Directors, with the Directors being appointed by the provincial government of British Columbia. In 2010, the Centre generated an annual economic activity of CAD215 million (HK\$1.6 billion) and a revenue of CAD21 million (HK\$158 million).



The delegation with representatives of the Vancouver Convention Centre

False Creek and the Olympic Village

5.25 False Creek is a short inlet in the heart of Vancouver which separates the Downtown from the rest of the city. As the site for Expo 86, the railway operations and allied industries originally located in the north shore of False Creek were cleared before 1986. After the event, the area was co-developed by the provincial government and a private developer into an urban district covering some 800 000 sq m of land for residential, recreational, and community purposes. Certain original features of the site, such as railways and heritage buildings, are preserved.



Mr Scot HEIN, Senior Urban Designer, Planning Department, City of Vancouver, briefed the delegation on the redevelopment of False Creek after Expo 86.

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5.26 The Southeast False Creek neighbourhood was temporarily transformed to the Olympic Village for the 2010 Olympic and Paralympic Winter Games. After the Games, the area is being developed through public-private collaboration. The public spaces and basic infrastructure are developed by the City Council, funded from the sale of the land to a private developer, development cost levies generated in Southeast False Creek and proceeds from the leases for the civic centre restaurant, etc. The buildings are developed by the private developer. In order to keep the project moving, the City Council became a lender to the developer in 2009, when the latter had financial troubles.

5.27 The buildings used during the 2010 Winter Games have become residential housing, with a focus on housing for families. It is a mixed-use community, comprising about 1 100 residential units, a community centre of 4 000 sq m, plazas, waterfront promenade and other community facilities. By 2020, Southeast False Creek will have 557 000 sq m of development, including more than 5 000 residential units, community retail service centres, non-motorized boating facility, childcare facilities, an elementary school, 100 000 sq m of park land with ecological habitat, playgrounds and opportunities for urban agriculture, etc.



The Olympic Village at Southeast False Creek

5.28 Habitat Island in Southeast False Creek of Vancouver has been developed to create intertidal habitat for fish, land habitat for birds and a unique urban experience for residents and visitors. An environmentally-friendly community energy system, Neighbourhood Energy Utility, which makes use of sewage waste heat recovery technology, is applied in all new buildings to provide space heating and domestic hot water.



Southeast False Creek

Granville Island

5.29 Granville Island is a peninsula at the southern side of False Creek. It was regenerated/redeveloped by the federal government and the Vancouver City Council in the late 1970s into a vibrant urban district that integrates shopping, culture and recreation with industrial use. Major features include a public market for sale of home-made products, arts and entertainment facilities with various art and cultural events hosted to attract visitors. The regeneration/redevelopment in Granville Island has been financially self-sustaining since 1980s. At present, there are some 275 businesses and facilities in Granville Island employing more than 2 500 people and generating an annual economic activity of over CAD130 million (HK\$980 million).



Granville Island Public Market

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Lower Lonsdale at North Vancouver

5.30 Lower Lonsdale is located on the waterfront of the Lonsdale Regional Town Centre in the City of North Vancouver. Major facilities include the Seabus Terminal, the Lonsdale Quay Market, the Foot of Lonsdale and the Shipyards.



Lower Lonsdale

Foot of Lonsdale

5.31 The Foot of Lonsdale was originally a transportation hub and is currently being used as a car park and dock for tugboats. Given its strategic location in the middle of the Lonsdale Quay Market and the Shipyards, the North Vancouver City Council conducted the Foot of Lonsdale Planning Study in 2010-11 to explore the potential of redeveloping the Foot of Lonsdale into a waterfront hub with commercial activities, civic amenities and public open spaces, complementing and connecting adjacent developments and providing public access to the waterfront. Public consultation on three preliminary land use options for the Foot of Lonsdale was held in early 2011 with a view to working out a draft preferred site option for consideration by the City Council. A Public Open House will be held to review the preferred option following the report to the City Council.

The Shipyards

5.32 The Shipyards at Lower Lonsdale first opened in 1906 and grew into one of the most impressive waterfront industrial operations in western Canada, before closing in 1992. A study conducted in mid-1990s recommended to retain the eastern part of the site for heavy industrial use and develop the western part for mixed use. The recommendation was adopted in the *Official Community Plan* in 2001. The redevelopment project of the western part of the site includes facilities such as 116 000 sq m of commercial spaces, residential homes and public amenities, public waterfront access with a performance stage, the 213-m Burrard Dry Dock Pier for large visiting vessels, St Roch Dock for smaller vessels, and a heritage district to exhibit the history of the shipyards.

Chapter 5 Harbourfront planning and development in Vancouver



The Shipyards at Lower Lonsdale

General Observations

6.1 The delegation has the following general observations from the visits to waterfront projects/facilities and meetings with concerned parties in Boston, New York and Vancouver.

Development models for harbourfront projects

6.2 The delegation believes that an appropriate institutional framework, financial sustainability, excellence in design and quality management are key factors, among others, to the success of every development project. The development and management of harbourfront areas is no exception. From the visit, the delegation observes that there are four different development models (Models A, B, C and D) for harbourfront projects as far as institutional arrangements, management and financial aspects are concerned. Key features of the models and examples of waterfront projects under each model are set out in the ensuing paragraphs, with references made to comparable situations in Hong Kong where appropriate.

Model A - Government funding and management

6.3 This is the conventional model of development under which the government will be responsible for the entire development of a harbourfront project, including the planning, design, funding, as well as management and maintenance of the facilities after completion. From the briefing by the Planning Department of the City of Vancouver, the delegation understands that Habitat Island in Olympic Village in Southeast False Creek of Vancouver is an example of projects developed under this model (paragraph 5.28 of this report). Facilities in this project are managed by the Vancouver Board of Park and Recreation. The delegation observes that this model is commonly adopted in the development of public facilities in Hong Kong. For instance, most of the public parks, including the recently completed Sun Yat Sen Memorial Park at the Sheung Wan Waterfront and the temporary West Kowloon Waterfront Promenade were developed by the Government and managed by the Leisure and Cultural Services Department.

Model B - Capital funding from the government; financially self-sufficient operation and management by a statutory or public body

6.4 Under this model, the government will finance the development for the waterfront project. A statutory or public body is set up and tasked with the planning, design and construction of the project. After completion, the statutory body or public body is responsible for the operation and management of the project on a financially self-sufficient basis. The delegation notes that the Hudson River Park (paragraphs 4.20 to 4.24 of this report) and the Brooklyn Bridge Park (paragraphs 4.31 to 4.35 of this report) in New York under the purview of the public benefit corporations of Hudson River Park Trust and Brooklyn Bridge Park Development Corporation respectively are examples under this model. The former generates income from rents, fees, concessions charged on tenants and users of facilities, while the latter derives incomes from similar sources plus those from limited property developments within the project area. The delegation notes that in Hong Kong, the development of the West Kowloon Cultural District ("WKCD") has adopted a similar model. The West Kowloon Cultural District Authority ("WKCDA") was established as a statutory body under the *West Kowloon Cultural District Authority Ordinance (Cap. 601)* in 2008. With the approval of the Finance Committee of the Legislative Council, WKCDA was granted a one-off upfront endowment of HK\$21.6 billion to plan, design, develop, manage and operate WKCD. To provide WKCDA with sustained source of income, WKCDA is allowed to develop the district's retail, dining and entertainment facilities. However, unlike the arrangement for the Brooklyn Bridge Park in New York, WKCDA does not receive subsidy from residential, office and hotel developments within the WKCD project area. These sites will be put on sale by the Government for private development and the proceeds will become Government revenues.

Model C – Government funding for the construction of infrastructure; development and management by a statutory body under a self-financing and public-private partnership approach

6.5 The role of the government under this model is to provide the necessary funds for the construction of infrastructure. A statutory body is established to take forward the development of the project and management of the facilities. The statutory body may engage parties, such as property developers, public or commercial entities, in the

development process and operation of the facilities in the project. The delegation observes that the Battery Park City in New York is an example under this model (paragraphs 4.25 to 4.30 of this report). In Hong Kong, urban redevelopment is carried out in an approach akin to this model. The Urban Renewal Authority ("URA") was established under the *Urban Renewal Authority Ordinance (Cap. 563)* in 2001 to replace the Land Development Corporation as the statutory body to undertake the regeneration of the older urban areas of Hong Kong. In June 2002, the Administration injected HK\$10 billion to URA over a five-year period as capital funding for URA redevelopment projects and operation. In addition, URA is supported by the Administration through waiver of land premia for redevelopment sites and rehousing sites. It is the objective of the Administration that URA's urban renewal programme would be self-financing in the long run. In taking forward urban redevelopment projects, URA oversees the planning and design of the project and engages private developers as joint venture partners.

Model D - Provision of harbourfront facilities through private developments with obligations under licence applications

6.6 The delegation observes that part of the development of the Boston HarborWalk was taken forward by private developers. When developers submit a *Chapter 91 licence* application (paragraphs 3.3 to 3.5 of this report) for the development of concerned waterfront areas, MassDEP (the authority for issuing such licence) may set conditions/requirements for the developers' compliance, such as provision of certain facilities under the project and obligation to open certain facilities for public use. In Hong Kong, the public facilities in International Finance Centre Two in Central were developed under a similar approach, where the lease conditions required the developer to provide public open space at the site overlooking Victoria Harbour for public enjoyment.

Planning and design of harbourfront areas

Adopting a holistic approach

6.7 The delegation considers that a holistic approach should be adopted in the planning of harbourfront areas. It is important for the development authority to prepare a comprehensive waterfront plan. It is equally important to recognize the different functions of the waterfront in

the planning process. In this regard, the delegation notes that *Vision 2020: New York City Comprehensive Waterfront Plan* (paragraphs 4.8 and 4.9 of this report) is a good example demonstrating the successful development of a mixed waterfront. The Plan addresses the different functions of the waterfront including restoring the natural waterfront, enhancing the working waterfront, expanding public access to the waterfront, and redeveloping a mixed use waterfront. Under the concept of "Blue Network", beneficial use of the waters, apart from facilitating public access to the waterfront is added to the plan. Different strategies are worked out accordingly, which are subsequently translated into action agenda and projects to be initiated within the next three years. The delegation also observes that an integrated approach to waterfront management has been adopted in the *Coastal Zone Management Programme* in Boston (paragraphs 3.12 and 3.13 of this report). With the ultimate objective to create an integrated waterfront, the Programme covers comprehensive management plans to protect and preserve the coastal habitat, prevent pollution to coastal waters, improve the waterfront's resilience to adverse climate, support port development, as well as ensure public access to and enjoyment of the waterfront.

Promoting design excellence

6.8 In pursuing development in waterfront areas, the delegation sees the need for development authorities to formulate Master Plans for individual waterfront projects serving as an overall guide for the development. It is also essential to devise design guidelines for the projects. Besides conveying policies about new construction, site work and design along the waterfront, the guidelines also help to define a range of appropriate responses to a variety of specific design issues. The delegation observes that Master Plans are formulated for phased development of the Battery Park City, the Hudson River Park and the Brooklyn Bridge Park. The *Waterfront Zoning Text* drawn up in 1993 and refined in 2009 complements the *New York City Comprehensive Waterfront Plan (1992)* (paragraphs 4.3 and 4.4 of this report) by setting out bulk regulations for waterfront developments, establishing statutory requirements for public access to the waterfront in private developments and creating design standards for waterfront public access areas.

Connecting people to the waterfront and creating a connected waterfront

6.9 The delegation observes that connecting people to the waterfront and establishing their connection to the water are often common principles in the development or enhancement of waterfront projects in the three cities. For example, the delegation notes that in Boston, the Rose Fitzgerald Kennedy Greenway created by reconstructing an elevated highway in tunnel has reconnected the Boston downtown to the waterfront (paragraphs 3.24 of this report). In New York, *Vision 2020: New York City Comprehensive Waterfront Plan*, apart from bringing people to the waterfront has placed a new emphasis on enhancing the Blue Network for beneficial use of the waters. Programmes which expand the waterborne public transport, promote water recreational activities and provide waterfront infrastructure needed for events are included (paragraph 4.8 of this report).

6.10 The delegation further notes that it is the trend in all the three cities to create a "connected waterfront", and they are pursuing projects to progressively achieve this objective. For instance, a 76-km Boston HarborWalk is being developed in Boston. As in New York, the NYHarborWay will connect nine destinations by ferry or bike greenways. Other examples are plans to build an 8-km waterfront trail in the Hudson River Park, a 31-km waterfront walkways/bicycle paths in Vancouver and a 6.5-km Spirit Trail in North Vancouver. A connected waterfront provides perfect destinations for recreation and leisure, brings communities together, as well as facilitates green transportation modes, such as cycling.

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Part of the NYHarborWay



Part of the Boston HarborWalk

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Promoting sustainable design

6.11 Sustainability has become an important consideration in pursuing waterfront development projects. In particular, the concept is reflected in the design of the facilities and their management. The delegation is impressed by the adoption of sustainable design in waterfront projects in the three cities. Common sustainable design approaches include simple and naturalistic design, restoring natural habitats, re-use of site materials, respecting site history, adoption of energy and water conservation techniques, construction of green buildings, creating green communities, and provision of bicycle path and other environmentally friendly transport modes. Examples are found in Habitat Island in Southeast False Creek of Vancouver (paragraph 5.28 of this report) and Brooklyn Bridge Park in New York (paragraph 4.32 of this report).



Re-use of wood at the Brooklyn Bridge Park

Modes of public engagement

6.12 Public engagement is an essential process in the formulation of waterfront development plans and during implementation of projects. The delegation observes that it is a common practice in the three cities to engage the public and enhance their participation during the planning process and project implementation stage. Relevant parties in the three cities actively involve the general public and stakeholders through various means.

6.13 The delegation observes that the public and stakeholders are engaged at the early stages of waterfront development, including the process in strategy formulation, planning studies, conceptual plan and design stage. This is evidenced by public involvement activities during the formulation of *Port 2050 of Port Metro Vancouver*, *Foot of Lonsdale Planning Study*, and *Vision 2020: New York City Comprehensive Waterfront Plan*. In Boston, the delegation notes that it is part of the statutory process to hold hearings to solicit views of the public and stakeholders in the consideration of a *Chapter 91 licence* application. Furthermore, members of the public, representatives from businesses, non-governmental organizations and professionals provide inputs in the planning and development process of waterfront programmes and projects through serving as members in Advisory Councils providing advice to the statutory or public benefit corporations responsible for waterfront development. Examples are the Advisory Council of the Hudson River Park Trust, and that of the Brooklyn Bridge Park Development Corporation.

6.14 The delegation also notes that public participation in waterfront developments in the three cities also takes the form of advocacy groups. Examples are The Boston Harbor Association, Friends of Hudson River Park, Battery Park City Parks Conservancy, and Brooklyn Bridge Park Conservancy in New York. As members of advocacy groups, the public and stakeholders can contribute to waterfront development on an ongoing basis. As regards the work of The Boston Harbor Association ("TBHA") and Friends of Hudson River Park ("FHRP"), the delegation has the following observations. As a member of Boston's Harborpark Advisory Committee, TBHA successfully advocated for the establishment of the "HarborWalk" guidelines in 1984 to encourage the development of public walkways, parks, sitting areas, cafes, public art, and other public amenities along Boston Harbor. Throughout the years, TBHA has continued to work closely with relevant authorities and waterfront property owners to ensure completion of the Boston HarborWalk public access system as well as promotion of HarborWalk programmes and amenities. FHRP, partnering with the Hudson River Park Trust, community, civic and environmental groups, has succeeded in getting the New York City and New York State governments to increase their initial financial commitments for the Hudson River Park project, and securing private sector funding. FHRP also joins forces with community organizations in taking legal action to ensure that the land designated as

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public space under the *Hudson River Park Act* is preserved and developed for that purpose.

Conclusions

10 principles for harbourfront planning

6.15 From the above observations, the delegation has deduced ten principles ("10 Ps") which are considered key elements to be incorporated into harbourfront planning and development. These 10Ps are --

10 Principles	Key themes
➤ People	- bring people to the harbourfront
➤ Place	- create a sense of place and make the harbourfront a place for everyone
➤ Price	- make the development cost affordable and strive for financial sustainability in management and operation
➤ Policy	- formulate appropriate harbourfront development policies
➤ Programme	- devise development programmes and action agenda to meet the policy objectives
➤ Philosophy	- set out clear philosophy and concept behind a harbourfront project
➤ Phenomenon	- make the harbourfront project a "phenomenon" with innovative and unique designs
➤ Private	- collaborate with the private and commercial sector where appropriate in taking forward harbourfront projects to bring in greater flexibility in development and ensure financial sustainability in creating an innovative and vibrant waterfront
➤ Public	- engage the public and stakeholders in various stages of development, and operation and management of the harbourfront facilities

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10 Principles	Key themes
➤ Participation	- a successful harbourfront development/enhancement project needs the participation of all

Reference for Hong Kong

6.16 Drawing reference from the successful experience of Boston, New York and Vancouver, the delegation considers that the Administration should take forward the following measures or initiatives in enhancing the development and management of Hong Kong's harbourfront --

- (a) Given that HC is only an advisory body, the Administration should study the pros and cons as well as the feasibility of establishing a statutory body to more effectively oversee harbourfront development and implementation of development and enhancement projects. The statutory body is a dedicated authority established under the law with the necessary power over the planning and management of the harbourfront. It should work under a clear mission and focused direction, be underpinned by experts and professional staff and operate on a financially sustainable basis.
- (b) The Administration should explore different modes in taking forward harbourfront projects, including public-private collaboration in the development and management of harbourfront facilities.
- (c) The Administration should formulate a Comprehensive Waterfront Plan for Victoria Harbour and Master Plans for all harbourfront projects to ensure coherent and high quality design.
- (d) The Administration should, in designing harbourfront developments and facilities, place emphasis on simplicity, reflecting unique local characteristics, enabling the re-use of local materials, bringing back memories of site history,

connecting people to nature, and restoring the natural habitats.

- (e) The Administration should actively engage the public and stakeholders in an ongoing process in strategy development, planning and design, operation and management of harbourfront projects and facilities.
- (f) The Administration should strive to create a "connected harbourfront" for the public. In doing so, the Administration should prepare a comprehensive plan for waterfront access and connectivity, relocate incompatible public facilities away from the harbourfront areas and tackle problems related to private land ownership in the harbourfront areas.
- (g) The Administration should support tourism-based harbourfront development through the provision of high quality tourism facilities for appreciation and enjoyment of the Harbour, including cruise terminals, various forms of water transport, such as recreation boating, sea planes, water taxis and aqua buses for tourists.
- (h) The Administration should provide public facilities for the community in harbourfront developments such as public open spaces, event plazas, exhibition/performance venues, observation decks, sports grounds, etc.
- (i) The Administration should support local community economy through the provision of spaces for operation of small businesses with local character thereby creating jobs for the local community.

Exchange of views with the Harbourfront Commission and the Administration

6.17 The delegation supports the Administration's initiatives in enhancing, connecting and beautifying Hong Kong's harbourfront for public enjoyment, tourism development and boosting local community economy. In order to share the experiences and observations of the delegation, members of the delegation and the Subcommittee had an

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informal exchange session with HC and the Administration on 9 July 2011. HC and the Administration welcomed the delegation's observations and views and agreed to take them into account in their work. The delegation considers it high-time for the Administration to take concrete actions to perfect harbourfront planning, development and management in Hong Kong. The delegation hopes that the experiences of Boston, New York and Vancouver, and the delegation's observations and views described in paragraphs 6.2 to 6.16 of this report would provide good reference to the Administration in formulating the harbourfront development policy, preparing a Comprehensive Waterfront Plan, developing programmes for projects, designing harbourfront facilities, funding and management of the facilities, and engaging the public and stakeholders in the process.

Chapter 7 Acknowledgements

7.1 The delegation wishes to thank the persons and organizations listed in **Appendix II** for receiving the delegation and the time they have taken to brief the delegation on their work and exchanging views with Members.

7.2 The delegation would also like to thank the Hong Kong Economic and Trade Office in Canada for its assistance in lining up the visit programme in Vancouver. In addition, the delegation expresses sincere gratitude to the staff of the Legislative Council Secretariat for their assistance in the visit and undertaking related researches.

Visit Programme

24 April 2011 (Sunday)	Departure from Hong Kong for Boston
25 April 2011 (Monday)	Meeting with The Boston Harbor Association
	Visit to waterfront areas in Boston
	Meeting with Massachusetts Office of Coastal Zone Management and Massachusetts Department of Environmental Protection
	Visit to the Boston Redevelopment Authority
26 April 2011 (Tuesday)	Visit to the Hudson River Park, New York and meeting with the Hudson River Park Trust
	Meeting with the New York City Department of City Planning
27 April 2011 (Wednesday)	Visit to the Battery Park City, New York and meeting with the Battery Park City Authority
	Visit to the Brooklyn Bridge Park, New York and meeting with the Brooklyn Bridge Park Development Corporation
28 April 2011 (Thursday)	Departure from New York for Vancouver
29 April 2011 (Friday)	Meeting with Port Metro Vancouver
	Meeting with the Waterfront Project Office, City of North Vancouver

29 April 2011 (Friday)	Visit to redevelopment sites at Lower Lonsdale
	Visit to the Vancouver Convention Center new extension (West building) and the new promenade
	Meeting with Planning Department, City of Vancouver
	Visit to the Olympic Village and the promenade at Southeast False Creek
30 April 2011 (Saturday)	Visit to waterfront areas with City Councillors of Vancouver
	Visit to the Granville Island
1 May 2011 (Sunday)	Departure from Vancouver for Hong Kong

Appendix II

List of persons/organizations met with in Boston, New York and Vancouver

Boston

<i>Name</i>	<i>Position</i> <i>(as at April 2011)</i>	<i>Organization</i>
Ms Vivien LI	Executive Director	The Boston Harbor Association
Mr Bruce K CARLISLE	Acting Director	Massachusetts Office of Coastal Zone Management
Mr Dennis DUCSIK	Public Trust Policies Coordinator	
Mr Ben LYNCH	Waterways Program Chief	
Mr Alex STRYSKY	Environmental Analyst	Massachusetts Department of Environmental Protection
Mr Kairos SHEN	Director of Planning	Boston Redevelopment Authority
Mr Richard E. MCGUINNESS	Deputy Director for Waterfront Planning	

New York

<i>Name</i>	<i>Position</i> <i>(as at April 2011)</i>	<i>Organization</i>
Mr Michael L MARRELLA	Project Director, Comprehensive Waterfront Plan	New York City Department of City Planning
Ms Mary KIMBALL	Urban Planner, Waterfront and Open Space Division	
Mr Alexandros WASHBURN	Chief Urban Designer	

<i>Name</i>	<i>Position (as at April 2011)</i>	<i>Organization</i>
Mr Thaddeus PAWLOWSKI	Associate Urban Designer, Office of Chief Urban Designer	
Ms Claudia HERASME	Associate Urban Designer, Zoning Division	
Ms Noreen DOYLE	Acting President	Hudson River Park Trust
Mr Laurie SILBERFELD	General Counsel	
Mr Marc BODDEWYN	Vice President, Design and Construction	
Mr Peter KELLY	Project Manager	
Mr Edison YUNG	Chief Information Officer	
Ms Gayle M HORWITZ	President & Chief Executive Officer	Battery Park City Authority
Mr Robert M SERPICO	Senior Vice President, Finance & Treasurer/Chief Financial Officer	
Ms Sidney DRUCKMAN	Director, Special Projects	
Ms Leticia REMAURO	Vice President for Community Relations/Press and Affirmative Action	
Ms Regina MYER	President	Brooklyn Bridge Park Development Corporation
Ms Jennifer KLEIN	Director of Capital Operations	
Mr David LOWIN	Vice President, Real Estate	

<i>Name</i>	<i>Position (as at April 2011)</i>	<i>Organization</i>
Ms Ellen RYAN	Vice-President, Strategic Partnerships	
Ms Leigh TRUCKS	Project Manager	

Vancouver and North Vancouver

<i>Name</i>	<i>Position (as at April 2011)</i>	<i>Organization</i>
Mr George CHOW	Councillor	Vancouver City Council
Dr Kerry JANG	Councillor	
Mr Scot HEIN	Senior Urban Designer	Planning Department, City of Vancouver
Mr Chris BADGER	Chief Operating Officer	Port Metro Vancouver
Ms Anna GRIMES	Corporate Communications Specialist	
Ms Jennifer NATLAND	Manager, Planning	
Ms Carmen ORTEGA	Manager, Cruise	
Ms Robin SYROID	Manager, Guest Experience	Vancouver Convention Centre
Ms Jinny WU	Communications Manager	
Mr Larry ORR	Waterfront Project Manager	Waterfront Project Office, City of North Vancouver
Ms Heather SADLER	Deputy Development Manager	

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