For discussion on 25 April 2017

LEGISLATIVE COUNCIL PANEL ON DEVELOPMENT

Proposed Creation of a Permanent Post of Chief Landscape Architect in the Architectural Services Department

PURPOSE

This paper seeks Members' comments on the creation of a permanent Chief Landscape Architect (CLA) (D1) post to head a new Landscape Division (LD) under the Architectural Branch (ArchB) of the Architectural Services Department (ArchSD) to strengthen the provision of professional landscape architectural support to ArchSD in handling landscape design and tree management planning matters.

PROBLEM

2. ArchSD, as one of the works departments under the Development Bureau (Works Branch) (DEVB(WB)), is tasked to collaborate with the Greening, Landscape and Tree Management Section (GLTMS) of DEVB(WB) to plan, devise and implement measures to improve the living environment of Hong Kong. Landscape Architect (LA) grade officers in ArchSD play a critical role in providing the necessary professional support from the landscape architectural perspective. With the considerable increase in the volume, scope and complexity of work arising from policy initiatives and public works projects requiring quality landscape and urban design as well as tree management in the past decade, the existing LA grade staff complement in the department is no longer sufficient to cope with the latest service

needs. There is a need to enhance staffing resources at directorate level by creating a CLA (D1) post to lead the landscape team in the department and oversee the landscape and greening works of public projects under ArchSD's purview to meet the rising public expectation for a quality built environment.

BACKGROUND AND JUSTIFICATIONS

Current establishment of LA grade in ArchSD

3. The LA grade is a professional grade under the central management of DEVB(WB). There are at present 15 permanent and two time-limited LA grade posts in ArchSD at either professional or senior professional level but without any permanent directorate post. These 17 posts are deployed to different branches (including ArchB, Project Management Branches, Property Services Branch and Quantity Surveying Branch) to provide landscape architectural professional support in the delivery of the department's core functions in respect of the government-owned and government-funded facilities under the three programme areas, namely monitoring and advisory services, facilities development, and facilities upkeep. They all work under the management of directorate officers of other professional disciplines like Architect and Structural Engineer grades. With the ever-increasing demand for more high-level landscape architectural advisory services, there is a genuine need to enhance the much-needed landscape architectural support both in breadth and depth under dedicated steering and central coordination and in a strategic and holistic approach at directorate level, in line with the practice in other professional disciplines.

Significant demands for landscape architectural input on projects

4. The increase in the establishment of LA grade in ArchSD in the last decade did not keep up with the pace of the increase in emphasis and importance of landscape architecture and tree management in government projects. In-depth and extensive landscape architectural and urban greening input is essential to meet increasing public aspirations for a quality living environment. In recent years, ArchSD has been providing

significant landscape architectural inputs to many large scale projects and is committed to continue providing input to upcoming mega projects. Hence, a directorate rank officer of the landscape architectural discipline is required for high-level landscape architectural steering and coordination of project developments to ensure the quality of works and to meet the public expectation. Examples of large scale projects in recent years and upcoming ones are in **Enclosure 1**.

Higher standard and quality of landscape architecture works

5. meet the demands on sustainable development and expectation on the quality of the built environment, a higher standard and quality of landscape architecture works have to be adopted in the public Within this decade, public works have increased soft works projects. landscape provisions and sought to improve the quality of landscape architecture as a proactive demonstration of government's commitment Initiatives such as vertical for enhancing our living environment. landscapes, rooftop gardens and tree preservation and transplantation are widely adopted in government building projects. These initiatives are further enhanced and committed with the establishment of the GLTMS in The GLTMS has promulgated guidelines, best DEVB(WB) in 2010. practices, landscape initiatives and policies associated with landscape planning and design and also tree management for departments to follow and implement. Together with other new initiatives such as sustainable urban landscapes, enriched vegetation diversity and refined tree risk assessment management, there have been significant increase in the While professional landscape architectural demand for LA's input. designers are engaged in consultants and all outsourced design-and-build projects to handle landscape issues when required, sufficient monitoring and support by LA grade officers in ArchSD has to be maintained to oversee the implementation and integration of these initiatives and policies into the projects. Without any steering at the directorate level in the landscape architectural discipline, the existing LA grade staffing resources are inadequate in providing effective direction, management and accountability of landscape matters.

Need for dedicated landscape architectural steer at directorate level

- 6. ArchSD has been actively involved in the collaboration and implementation of policies on landscape architecture and tree management, and is committed to collaborating with various stakeholders including industry partners, user departments and the general public to build and maintain a quality living environment. To meet the increasing public aspirations for a sustainable and liveable city, more extensive and in-depth landscape architectural management in a strategic and holistic manner at dedicated directorate level is required for
 - (a) the implementation and integration of new landscape initiatives and policies into the projects;
 - (b) the enforcement of standards and best practices as well as the upholding of the quality of landscape works and services, and effective collaboration with GLTMS of DEVB(WB) in promoting quality landscape architecture in public facilities;
 - (c) appropriately aligning focuses and quality standards on landscape services;
 - (d) promoting the greening and landscape related research and development aspects to the advancement of the landscape technology in ArchSD projects;
 - (e) raising the quality of landscape and tree management works in the industry and facilitating the communication among the landscape professionals in private sector, the stakeholders in landscape industry, and the Government; and
 - (f) pursuing the policy steer on urban design, place-making and master planning initiatives.
- 7. It is pivotal to have a directorate officer in ArchSD with robust knowledge on landscape architecture from management to implementation to proactively steer and ensure all such initiatives and policies are duly incorporated into the department's core functions, and to provide strategic and clear directives on their implementation to facilitate appropriate action. The creation of a permanent CLA post will enforce

communication with the landscape industry through high-level meetings with professional institutes as well as landscape professionals in the private sector; provide stewardship on key departmental objectives and targets on landscape services; ensure comprehensive strategic and professional steer, guidance, collaboration and accountability in all stages and areas of work; and maintain effective support for DEVB(WB) at a strategic level for standards enforcement as well as facilitating qualified personnel for reviews on landscape design and tree management planning.

- 8. We propose to establish a new LD in ArchB, headed by the proposed new permanent CLA post, designated as CLA/Landscape Division (CLA/LD), who will report the Assistant Director/Architectural in ArchSD. The proposed CLA will provide directorate level guidance to implement landscape policies and initiatives, and coordination in ArchSD on strategic issues for cross-sector collaboration amongst bureaux/departments and relevant stakeholders. Furthermore, the officer will be responsible for the administration and operation of LD in the development and implementation of public works project to ensure quality standard of landscape architectural input. proposed CLA will also lead research and promote best practices of landscape design for the advancement of landscape profession to meet the rising public expectation. The proposed job description is at **Enclosure** 2.
- 9. Upon the setting up of LD, in view of their existing roles and established practices in landscape design and tree management planning matters, three Senior Landscape Architects (SLAs) and eight LAs will be redeployed from Division 1 of ArchB to the new LD to rationalise the chain of command and enhance service delivery to the clients. addition, one additional LA/Assistant Landscape Architect (ALA) post will be created to cope with the increasing workload on both project delivery and advisory services. The existing two SLAs in Project Management Branch (PMB), whose posts are multi-disciplinary, are responsible for project development and management. In view of their roles of project manager, they will remain in PMB. The organisation chart showing the distribution of LA grade officers in ArchB, ArchSD is at Enclosure 3.

ALTERNATIVES CONSIDERED

10. We have reviewed the strength and expertise of our existing professional grades critically and concluded that they have no spare capacity nor the relevant expertise to absorb the duties of the proposed CLA post. Given the complexity and magnitude of the tasks mentioned in paragraphs 4 to 8 above, a designated CLA is required urgently to render full expertise to plan and implement the objectives of the department at a strategic level on the landscape architectural front.

FINANCIAL IMPLICATIONS

- 11. The proposed creation of the CLA (D1) post will bring about an additional notional annual salary cost at mid-point of \$1,732,800. The additional full annual average staff cost, including salaries and staff on-cost, is around \$2,513,000.
- 12. The additional notional annual salary cost at mid-point for the one additional LA/ALA (non-directorate) post is \$711,120 and the full annual average staff cost, including salaries and staff on cost, is about \$1,220,000. We have included the necessary provision in the 2017-18 draft Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years.

ADVICE SOUGHT

13. Members are invited to comment on the staffing proposal for which we plan to seek the recommendation of the Establishment Subcommittee and the approval of the Finance Committee.

Development Bureau Architectural Services Department April 2017

Table 1: List of Projects with Significant Landscape Input in Recent Years

Project Titles	Landscape	Project & Landscape Information
	area(ha)	
Town Park, Indoor	5.3	The town park is a district open
Velodrome cum sports		space that features a large
centre in Tseung Kwan O		landscaped area as a multi-layered
		"green carpet" which covers the
		entire project area across different
		levels. The vastly vegetated town
		park offers a natural and comfortable
		open space to meet the demand of
		citizens in Tseung Kwan O and
		beyond. The recently built town park
		includes a garden, an artificial lake,
		an amphitheatre, a skateboard park, a
		jogging track, a children play area, a
		fitness corner for the elderly, a
		service block and other ancillary
		facilities. It offers ample space for
		both active and passive activities.
		1,200 nos. of trees are planted which
		follows the thematic planting
		strategy in order to introduce spatial
		identity and stimulate visual
		appreciation. Bauhinia variegata is
		chosen as the thematic plant species
		to enhance the attractiveness of the
		landscape environment.
		Traditionally newly design and
		Traditionally, park design and
		construction is the main expertise provided by the landscape
		disciplines. The project managers
		have defined the frameworks of this
		park, incorporating a contemporary
		landscape image and unconventional
		recreational features for further
		consultancy design development.
		While subsequent monitoring of
		consultants' works are vital, it is the
		initial design and planning intention
	1	initial design and planning intention

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Project Titles	Landscape	Project & Landscape Information
Troject Titles	area(ha)	Troject & Lanuscape Information
		that makes the project resonates to the awarded architecture, i.e. Indoor Velodrome-cum sports centre, and stands out as a distinctive urban landscape.
West Kowloon Law Courts Building	0.20	This project is constrained by its limited site area and extensive building footprint requirement. The building layout is unavoidably in conflict with existing trees, and significant part of greenery has to be provided at podium and roof / sky gardens in order to achieve the required minimum site coverage of greenery. This project represents a typical phenomenon commonly faced in building projects. To strike a balance between development and preservation of the environment, the liaison works and professional judgment of the landscape architect related to the provision of greenery are crucial. This project preserved 19 nos. of trees in works area and transplanted 21 nos. of trees to various locations offsite in proximity to the project site. Transplanting works involves experienced evaluation and careful work specifications. Intensive landscape input and coordination for tree works at various stages to meet the construction programme and quality delivery of the project were demonstrated.

Project Titles	Landscape area(ha)	Project & Landscape Information
Establishment of Centre of Excellence in Paediatrics, Kai Tak	0.65	Situated at waterfront in the Kai Tak Development Area, in addition to complying with a variety of statutory and administrative requirements, the design and construction of the Centre of Excellence in Paediatrics (CEP) caters the special needs for the patients of the hospital. The landscape design of CEP aims to constitute an overall naturalistic environment with strong identity congruent with the unique nature of the hospital and to form an integral part of the rehabilitation program for children patients. The master plan weaves the hospital environment into the wider landscape of Kai Tak Development. It promotes pedestrian—friendly environment, public accessibility and connectivity to waterfront areas. The Central Garden, which locates
		between the two main buildings, consists of an extensive lawn area, children play area, horticultural therapy garden for a variety of therapeutic purposes and pocket areas for tranquility by individuals. The therapeutic and psychological nature of the project requires inhouse landscape architects' attentive monitoring in a managerial role on the detailed works of the consultants and contractors. The uniqueness of this project largely refers to the integration of landscape and greening in the healing process. The

Project Titles	Landscape area(ha)	Project & Landscape Information
		potential of improving patient's mental conditions through landscape is becoming one of the important streams in the design discipline.
Construction of Trade and Industry Tower in Kai Tak Development Area	0.36	Located in the middle of the developing Kai Tak and veteran San Po Kong and Kowloon City, the Trade and Industry Tower bookmarks a chapter of urban rejuvenation in the district. The office development project features a 'Green Ribbon' linking the horizontal greening at levels and vertical greening over different tower elevations. The design idea challenges the extent of landscape in skyscrapers and further explores the relationship between architecture and landscape. The project has received the Grand Award in Green Building Award 2014 (New Buildings Category) and Quality Building Award 2016 (Certificate of Finalist).
		Extensive landscaped areas and tree planting in different levels offer lush and green passive open spaces with different characters. Key landscaped areas include the ground-level streetscapes and gardens, extensive greening space above the Community Hall and rooftop garden on the high-rise office tower. The design and implementation of this project were carried out by a team of professionals from both in-

Project Titles	Landscape	Project & Landscape Information
110ject Titles	area(ha)	Troject & Danuscape information
		house public officers and outsourced consultants. Landscape professionals had played an important role that the project sets up a new model of public-private interactions in the building of contemporary institutional architecture in Hong Kong.
The Reprovisioning of Yaumatei Specialist Clinic at Queen Elizabeth Hospital	0.12	The project is situated in the southeastern corner of the whole Queen Elizabeth Hospital. It is set up to accommodate medical services provided at the existing Yaumatei Specialist Clinic (YMTSC) and Yaumatei Jockey Club Polyclinic (YMTJCPC). Although, the site area is already relatively tight, this project incorporated as many landscape elements as possible to enhance the local environment. More than 30% greening provision is achieved in this project. The landscaped open spaces includes a rehabilitation garden, staff garden, inaccessible green roofs on link bridges, edge planting on small landscape balconies, vertical greening at grade and elevated levels to enhance the built environment. Diverse range of herbs species are selected specifically to affiliate with the therapeutic landscape and for rehabilitation purpose. The overall approach of landscape design is low maintenance in order to control the cost from construction to post-construction stages.

Project Titles	Landscape area(ha)	Project & Landscape Information
		Landscape architect was involved in the managerial role, ensuring the smooth and quality delivery of the project.
Kwun Tong Promenade (Stage 2)	3.4	Since its opening in 2015, Kwun Tong Promenade (Stage 2) has become one of the beloved public spaces in Hong Kong. The project has successfully transformed a post-industrial port facility to a vibrant and attractive waterfront with a 950m promenade celebrating the shoreline of the Victoria Harbour. The project has received numerous awards including Good Design Award 2015, HKIA Annual Awards 2015 (Finalist), HKILA Design Awards 2016 (Merit), RICS Awards, Hong Kong 2016 (Winner of Construction Project Category), Green Building Award 2016 (Finalist) and Hong Kong Public Space Awards 2016 (2nd Place of the Best Public Space Category).
		Landscape design played an indispensable role in conceptualizing the design ideology and creating the 'Place' where its transparency and openness has maximized social interactions. The landscape design follows the essence of minimalism with the employment of extensive lawn area which serves as an open platform to encourage public interpretation and appropriation. Diverse and spontaneous types of human activities can be observed

Project Titles	Landscape area(ha)	Project & Landscape Information
		from day to night. Users from all walks of life have come to enjoy the public space and it is truly a 'promenade for all'. The project forms part of the continuous waterfront promenade system in East Kowloon in the future.
		The project scope consists of mainly landscaped area for both active and passive activities with individual building structures serve as ancillary facilities. Iconic pavilions were strategically placed to signify and enhance the character of the promenade. Situated in an industrial area, the project aims to bring Nature into our city. A variety of suitable planting palette was explored and employed in order to create a tailormade and site-specific landscape environment in the area. The landscape team was closely engaged in the project from conceptual design to the completion of construction works, ensuring the delivery of quality landscape. With active contribution of landscape architects in all workstages, this project has demonstrated that landscape design is an essential element in urban regeneration and revitalization where new character is inserted to the district.
Pet Garden at the New Central Harbourfront	0.44	The Pet Garden at the New Central Harbourfront is a popular gathering space for pet owners. The project is connected to the existing green lawn

Project Titles	Landscape area(ha)	Project & Landscape Information
		of Tamar Park via the pet access. It provides an elaborate solution to satisfy the needs of multiple users, including pets and pet owners, in public space.
		The scope of the project includes two puppy's circles with seating out areas, a turf area, arbours, dog excreta collection bins and handwashing facility. The project delivers 0.44 ha of greening area and the planting of 14 nos. of new trees. Landscape architect was engaged in, from the planning stage to the implementation of the landscape works till completion of the project, designing the master layout plan and planting. It enhances the overall greenery along the Central Waterfront and provides an environment of high amenity value to the public.
Waterfront Promenade at Hoi Yu Road	0.58	Although relatively small in scale, the project realizes the connectivity of the Quarry Bay promenade by revitalizing a strip of land fronting the Eastern Harbour Crossing Ventilation Building into an advance promenade. It provides an alternative leisure path connecting Quarry Bay Park Phase 1 and Phase 2. The advance promenade encourages recreation activities in treasurable waterfront space otherwise idle and inaccessible to the general public. Located north of Island Eastern Corridor, this project embraces an

Project Titles	Landscape area(ha)	Project & Landscape Information
		initiative to re-connect people to the water previously segregated by transportation infrastructures. It reconstructs the relationship between land and sea and the spatial allocation of land use function in existing urban fabrics.
		The project consists of seaside walkways for leisure strolls and jogging, a pet garden by the seaside, rain-shelters and sitting facilities, associated landscape planting and temporary toilet. The relatively flexible programme in the project and clean and tidy landscape design form has generated a sense of openness and refreshing environment for many users coming from adjacent busy commercial and business district. Close coordination with the inter-bureau/departmental working group was carried out to ensure fulfillment of stakeholders' design requirements and timely delivery of the project for early public enjoyment. Landscape intervention, as represented in this project, has flexibly utilized urban space for the benefits of the public.
Transformation of the former Police Married Quarters on Hollywood Road into a creative industries landmark (PMQ)	0.13	Compare to the bundle of international and local architectural awards of this project, including but not limited to ARCASIA Awards for Architecture 2016 (Conservation Projects), Design for Asia Awards 2015 (Grand Award), HKIP Awards 2015 (Jurors' Special Award), HKIA

Project Titles	Landscape area(ha)	Project & Landscape Information
		Annual Awards 2014 and Good Design Awards 2014, the HKILA Design Awards 2014 (Merit) represents no less significance for its contribution to the urban environment.
		There were a significant number (17 nos. out of 18 nos. of existing trees) of Stone Wall Trees (SWTs) and one big mature tree with both high amenity and heritage values within the site. Tremendous effort was spent on landscape design in terms of preservation and improving the constitutions of the existing heritage, 17 nos. SWT and one large mature tree. Huge concerns from Central and Western District Council, DEVB, and other stakeholders particularly were acknowledged. Not only numerous consultation sessions and meticulous coordination were carried out, innovative and adaptive construction techniques were explored. To name a few, the root mapping technique, unconventional scaffolding method, irregular bamboo stake pattern and white colour protective screen.
		commitment of the government to preserve historically and culturally valuable trees. Building services were re-aligned. Building setback was negotiated.
		Landscape architect was the key

Project Titles	Landscape	Project & Landscape Information
	area(ha)	
		figure in materializing all these landscape-oriented designs. The role of landscape architect in this project was a bridge between architects, engineers, surveyors, contractors, District Council, renowned tree experts, tree lovers, the public and the 18 nos. of irreplaceable trees.

Table 2 : List of Upcoming Projects with Significant Landscape Input (ongoing/under planning)

Name of projects	Landscape area (ha)	Project & Landscape Information
Kai Tak Station Square, Kowloon City District	12	This is a large scale open space project which occupies 12 ha and most area of the site is zoned as regional open space. This project positions itself to become an iconic world class civic square. While landscape urbanism and the subsequent types of paradigmatic interpretations have become the core discussion in many world-class cities, landscape architects are expected to have a weighted role in this project. 40% of greenery coverage, extensive tree planting to create various activity areas underneath tree canopies will be provided.
		Frequent liaison with other projects

Name of projects	Landscape area (ha)	Project & Landscape Information
		during design and construction stages for coherent landscape network within Kai Tak Development Area is currently carried out in order to inject character to the project in a holistic manner.
Swimming-pool Complex and Open Space in Remaining Portion of District Open Space in Area 107, Tin Shui Wai	2.62	This project involves a swimming pool complex with associated open space as landscape connection with Wetland Park and 30% green coverage will be achieved. Some special landscape themes developed such as edible landscape to compliment the community planting to be provided and the Tin Sau Bazaar require meticulous landscape coordination with various stakeholders. Frequent liaison with other authorities for the preservation of more than 500 existing trees is required.
Hoi Sham Park extension for Waterfront Promenade and Reprovisioning of Tennis Courts from Ko Shan Road Park	2.1	The project scope includes the development of open space at Ma Tau Kok Waterfront to meet the demand for open space and improve the recreational facilities in the Kowloon City District. This project serves as a catalyst and a pioneer in revitalizing the district. The project has considered the distinctive atmosphere and character of the site, respecting the historical, cultural and

Name of projects	Landscape area (ha)	Project & Landscape Information
		social aspects of the place. Not only it has taken the future infrastructures, particularly the MTR station, into consideration, it imagines the position of the project in the context of the future.
		The core of the design strategy is based on a community-oriented mentality. The park features 4 tennis courts and associated changing room facilities, a 20-metre wide waterfront promenade with attractive features and modern recreation area that integrates with the retaining part of Hoi Sham Park, a kiosk/light refreshment restaurant, amenity lawn area with rain shelters and/or arbors as well as other re-provisioning of facilities including main pavilion, chess tables, children's play area, elderly fitness area, park office and service yard etc.
		Landscape architect takes up the role of Design Team Leader (DTL) in this project. The discipline has different perspectives in elaborating public space compatible to modern architecture and urbanism discussion. This project explores an experimental design and management hierarchy that induces creativity and innovation.
Open Space Development at Hung Hom Waterfront	2.05	The scope of the project includes a standard basketball court,

Name of projects	Landscape area (ha)	Project & Landscape Information
		landscaped areas, a children's play area, seating areas with rain shelters, ancillary facilities, as well as beautification of the waterfront promenade by adding features of interest at entrances, providing attractive garden furniture, fitness stations etc. Nearly 40% green coverage will be achieved by appropriate planting design to compliment the design concept of "ship building". Landscape architect serves as the DTL of the project. Various
		statutory compliance submissions under the supervision of DTL and liaison with other authorities on the preservation of about 120 nos. of existing trees are required.
Signature Project Scheme (Central and Western District) - Harbour Enhancement and Revitalisation at the Western Wholesale Food Market	0.13	The scope of this project is to enhance the connectivity of existing Western Harbourfront by providing a landscaped promenade outside AFCD Western Wholesale Food Market. It aims to improve the living quality and upgrade the existing facilities by providing children play areas and sitting out areas with arbours along the harbourfront and on the existing piers. The overall design targets to strengthen the compatibility with surroundings and improve amenity value by providing lawn areas on piers and peripheral planting of trees, shrubs,

Name of projects	Landscape area (ha)	Project & Landscape Information
		groundcovers and vertical greening with trailing plants on wiring system in planters along fence walls, which contributes to approx. 0.13 ha total site coverage of greenery. The tree planting and turfing adjacent to seaside required special landscape input from planning, design to implementation which includes careful selection of suitable plant/lawn species, intensive coordination and supervision of the contractor's works to ensure quality delivery of the project.

Job Description of Chief Landscape Architect

Rank : Chief Landscape Architect (D1)

Responsible to : Assistant Director/Architectural (D2)

Main Duties and Responsibilities -

- 1. To be responsible for the administration and effective operation of landscape team in the public works projects under Architectural Services Department's purview and to ensure the provision of high-level landscape architectural steering and central coordination to all the relevant public works projects.
- 2. To provide professional steer and clear directives in an integrated and innovative manner, ensuring greening and landscape policies and initiatives are incorporated comprehensively and implemented into the projects with quality result.
- 3. To monitor and uphold the overall standard and quality of landscape architectural input delivered by landscape team through strategic planning and implementation.
- 4. To lead research and promote best practices of landscape design having regard to overseas experience and local situation; and to formulate design guidelines to the advancement of the landscape technology for public works projects.
- 5. To provide effective collaboration and professional support for the Development Bureau, other bureaux/departments and relevant stakeholders on landscape design and tree management matters.

Proposed Organisation Chart for the New Landscape Division under Architectural Branch

