

**A Framework for Stakeholder Engagement to
formulate the Proposed Green Deck Project
at Cross Harbour Tunnel**

(Final Report)

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Executive Summary

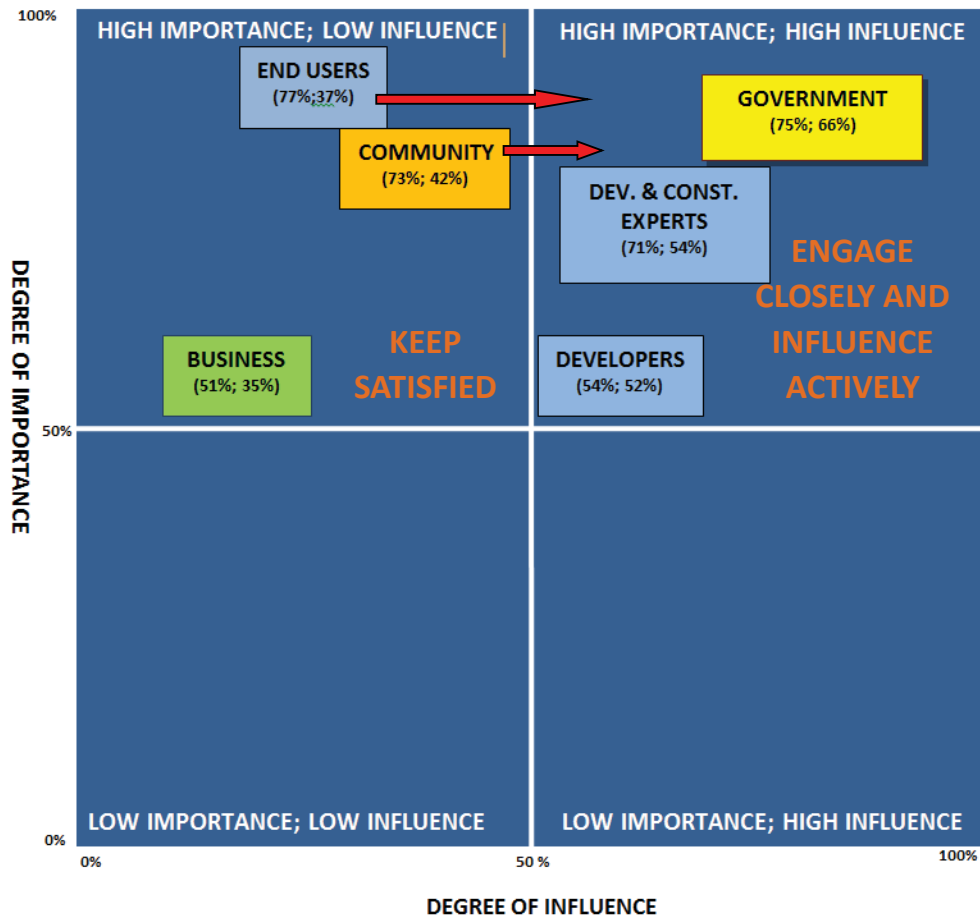
The successful implementation of any sustainable design projects should be achieved through a cooperative effort from government, business sectors and public sectors. The Green Deck project proposal is the first of its kind that has involved community participation of the general public at the very early planning stage. As such, no specific client is available and it is a tremendous challenge to develop a design brief for further implementation of the project. Thus, this research study aims to gather the sentiments of the different stakeholders on the planning and design of the Green Deck Project proposal. The results of this research study do not only provide a solid reflection of the strong support of the project among the different stakeholders groups, it also identifies the underlying sustainable urban design criteria for planners and designers' consideration. Most importantly, it highlights the importance of the different stakeholders group and the level of influential power in the planning process. Accordingly, the study suggests potential public participation strategies that can actively engage and empower the important stakeholders group which only have relatively low level of influential power on the project.

This research consists of five stages: 1) Major stakeholders' surveys, 2) Round table meeting, 3) Data analysis and interim report, 4) Public Forum, 5) Final Report. Pilot and community on-street surveys and online surveys were conducted randomly among local pedestrians, residents within the vicinity of the study area, as well as the PolyU students and staffs in November 2013 and January 2014. The results show that the general public perception about the Green Deck project is highly favorable. The major supportive reasons include 'appreciate the green space', 'enhance better quality', and 'provide more public space'. However, major issues to be considered are 'impact on the overall environment', 'construction cost and time', 'traffic, noise and air pollution problem' and 'social integration'. These issues are valuable contributions for the design and planning brief of the project. Most importantly, a stakeholder matrix (see figure 1) was developed to distinguish the level of influence, importance, legitimacy of each stakeholder group and be able to decide the best public engagement strategies to engage them over different stage of the project. Through this matrix, most of the stakeholders identified, have high level of importance but have low level of influence, thus potential public engagement activities for these stakeholder groups are discerned in order to advance the stakeholders level of

influence to the project.

Figure 1 Stakeholder Matrix

It is suggested to mobilize these stakeholder groups to the 'high importance/high influence' Quadrant by providing higher degree of empowerment.



A Framework for Stakeholder Engagement to formulate the Proposed Green Deck Project at Cross Harbour Tunnel (CHT) (FINAL REPORT)

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BRE Department

Aim of the project: to develop a framework for stakeholder engagement and to identify the key stakeholders' preference on sustainable design criteria of the proposed Green Deck Project.

Introduction

The successful implementation of any sustainable design project can only be achieved through a cooperative effort from government, business sectors and public sectors, so that the key sustainable design criteria from the stakeholders are incorporated into the design process as early as possible. Thus, a proposed research study to develop a framework for stakeholder engagement process for the Green Deck project is initiated. Transparency, legitimacy, commitment, communication and meaningful involvement are the key principles of public engagement that lead to better and more legitimate decisions because it take into account the opinions and the knowledge of local communities and other stakeholders, including government (Tabbush & Ambrose-Oji, 2011). These key principles can be applied to provide the best consultation and public engagement among stakeholders of the Green Deck project.

Study Area

The existing site of the Green Deck project is shown in Figure 1. While Figures 2 and 3, illustrate the proposed landscape master plan and the proposed master plan of the Green Deck project respectively.



Figure 1 Existing Site for the Green Deck Project

Photo taken by the Project Team



Figure 2 Proposed Landscape Master Plan of the Green Deck Project

Photo courtesy of Dennis Lau & Ng Chun Man Architects & Engineers (HK) Ltd. (DLN, 2013)



Figure 3 Proposed Master Plan of the Green Deck Project

Photo courtesy of Dennis Lau & Ng Chun Man Architects & Engineers (HK) Ltd. (DLN, 2013)

Objectives

In order to establish an optimal stakeholder engagement framework and identify the key stakeholders' preference of the design features for the Green Deck project the following objectives are as follows:

1. To identify the coverage of stakeholders and their level of importance regarding the project.
2. To determine the extent of the project area and key sustainable design criteria based on the stakeholders viewpoints.
3. To ascertain the best suited community activities that would facilitate and encourage public engagement for the Green Deck project.
4. To develop a framework for public engagement mechanisms with involvement of the different stakeholders in evaluating the most effective community activities based upon the lessons learnt from the Green Deck project.
5. To implement and adjust the established stakeholder engagement framework to help formulating the project brief.

Research Methodology

The proposed research study was undertaken in five stages (Figure 4). Although a preliminary-on-street survey as pilot test was conducted before undergoing the Stage 1 of the research study to gather and understand the sentiments of the public who frequently use the study area. The following are the five stages of the research study:

- **Stage 1** refers to the literature sourcing and the conducting of on-street survey among local pedestrians, PolyU students and staffs as well as the local residents and passers-by within the vicinity of the study area. The purpose of this stage is to identify the stakeholders involved in the public engagement process based on their level of importance, as well as to determine the extent of the boundary of the study area in accordance with the stakeholders' needs and opinions.
- **Stage 2** pertains to the organizing of a Roundtable Meeting among a panel of experts representing the different sectors identified in the list of stakeholders. This is to present the on-street survey results and gather their expert opinions about the proposed Green Deck project.
- **Stage 3** is the Consolidated Data Analysis and Findings which includes the tabulation and analysis of the data collected through the surveys and Roundtable meetings.
- **Stage 4** is the participation in Public Hearing/ Forum as a bigger platform for dissemination regarding the research study results.
- **Stage 5** is the Final Report preparation.

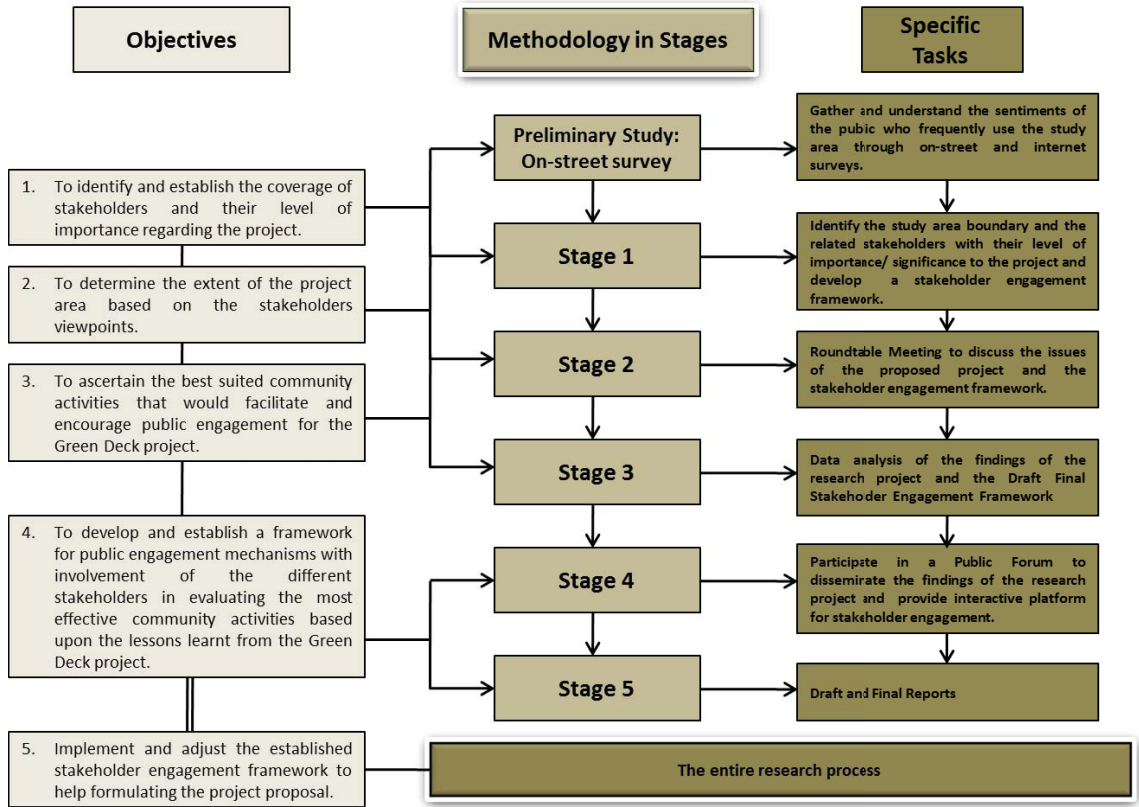


Figure 4 Methodology and the Specific Tasks to achieve the Research Objectives

Stage 1: Literature Review

- **Theoretical framework of Stakeholder engagement**

Public engagement in planning

Public participation or engagement can be defined as ‘a process by which people, especially disadvantaged people, can exercise influence over policy formulation, design alternatives, investment choices, management, and monitoring of development interventions in the communities’ (The World Bank, 1992: p. 2). Arnstein (1969) defines public participation as “the redistribution of power that enables the have-not citizens... to be deliberately included in the future” (Arnstein, 1969: p. 216). If policy-makers and planners seek public participation, it is necessary, indeed axiomatic, that there would be distribution of power (Arnstein 1969). According to this view, unless citizens have a genuine opportunity to affect outcomes, participation is mainly regarded as ‘therapy’ and ‘manipulation’ of participants (Arnstein 1969).

Table 1 A Ladder of Citizen Participation” (Arnstein, 1969, 217-224)

| | | |
|------------------------|--|--------------------------------|
| Citizen Control | These two highest levels allow the have-nots to have major decision-making or full managerial power. | Degree of Citizen Power |
| Delegated Power | | |
| Partnership | Allows the have-nots to negotiate and engage in trade-offs with traditional power holders. | Degree of Tokenism |
| Placation | Ground rules allow the have-nots to advise, but retain for the powerholders the continued right to decide. | |
| Consultation | Allow the have-nots to hear and to have a voice. However, “they lack the power to insure that their views will be heeded by the powerful”. | |
| Informing | | Non-participation |
| Therapy | Real objective is not to enable people to participate in planning or conducting programmes, but to enable powerholders to “educate” and “cure” the participants. | |

As urban planning affects the overall environment and people, people’s participation is essential for the success of any planning efforts. Rio Earth Summit Agenda 21 makes it clear that participation of the community is essential for urban development to be environmentally, economically and socially sustainable (United Nations, 1992). This is supported by Tabbush & Ambrose-Oji (2011) suggesting that public engagement brings forth better decision making as it take into account the local communities and other stakeholders’ knowledge and opinions. In fact they further state that decisions are more legitimate when it involves the concerned public.

Issues in public engagement

A number of issues in public participation are identified in the literature review. The success of public participation depends on the power to influence decision-making (Abbott, 1996; Arnstein, 1969, 1975). In addition, a wide range of stakeholders has emerged in recent years. Different interests, aims, and goals often arise. Conflicts also arise between and among stakeholder groups, about who knows best regarding what criteria and principles should be followed (Cotter, Boyd & Gardiner, 2001; Fowler, 1981). This largely creates the challenge in deriving consensus among the different stakeholders.

Moreover, culture adds an extra dimension to the complexity of public participation in which the role of culture in establishing the identity of people and the success of urban landscapes (Zukin, 2000; Hayden 1995). Furthermore, Yung & Chan (2011) identifies the following issues in public participation related to the planning and conservation in Hong Kong. It includes different preferences between the general public and the government, inadequate knowledge for the public to evaluate planning and conservation projects, conflicts of interest from the different stakeholders, lack of effective mechanisms and supportive government framework, power disparity and propaganda and mobilization of interest groups.

Sustainable design for urban green space

Research shows that open spaces that are connected with other green spaces through walking and cycling trails or greenways promote higher levels of physical activity and encourage more visits and longer stays (Byrne & Sipe, 2010). Urban green spaces cater to diverse populations and offer multiple benefits that can be categorized into environmental, social and economic benefits. Some of these benefits are reducing noise, sequestering carbon and attenuating storm-water; provide solace from stressful lives; foster active living; give space for social interaction and foster closer community ties; cultivate child development by helping them refine their

motor skills; promotes tourism and endorse higher property values (Byrne & Sipe, 2010). Table 2 is the list of sustainable open space design criteria identified from the literature.

Table 2 List of Design Criteria for Sustainable Open Space

| Key Design Criteria | References |
|---|---|
| Green Design Components such as Air, Noise Pollution Reduction | Chan & Lee, 2009 |
| Clean, Pleasant and Visually Stimulating Environment (Green Spaces) | WHO, 2007; URGE, 2004 |
| Quality Environment for Pedestrian and Users (Walkways and Cycle Paths) | WHO, 2007; Chan & Lee, 2009 |
| Sufficient Maintenance and Management | Turel et al., 2007 |
| Adequate Lighting, Urban Furniture | WHO, 2007; Kwok & Ng, 2008; Clarke & Nieuwenhuijsen, 2009 |
| Easy Access to Work & Public Facilities | WHO, 2007; Chan & Lee, 2009 |
| Close and compatible to the Neighborhood | Kwok & Ng, 2008; Chan & Lee, 2009 |
| Easy Understanding of Directions and Ease of Activities | Kwok & Ng, 2008 |
| Mixed-use Development | URGE, 2004; Chan & Lee, 2009 |
| Harmonious Use of Space (Avoid Conflict of Use) | URGE, 2004 |
| Healthy Lifestyle and Well-being | URGE, 2004; Clarke & Nieuwenhuijsen, 2009 |
| Opportunity for Community Involvement | Feilden and Jokilehto 1998 |
| Social Contact and Network | Kwok & Ng, 2008; Clarke & Nieuwenhuijsen, 2009 URGE, 2004 |
| Enhance a Sense of Place | Feilden and Jokilehto 1998; English Heritage 1997 |
| Sense of Security and Privacy | WHO, 2007; Kwok & Ng, 2008; URGE, 2004 |

• **Identification of Stakeholders**

The identified list of stakeholders as indicated below is refined in terms of their relative importance and degree of influence as affirmed in the Stage 1 of the research study:

1. Government Sector- this include the different departments such as the Planning Department, Building Department, Transport Department, Lands Department and Environmental Protection Department, etc.
2. Community- this include the NGOs (e.g. Friends of the Earth, Designing Hong Kong, etc.), district councillors, and other concern groups (religious, and social groups, conservationists, etc.).
3. Development and construction experts- this includes the Architects, Planners, Contractors, Developers and other allied professionals.
4. Developers
5. The End Users – like the PolyU staff and students, TST and East TST passersby, commuters, residents, visitors, workers, etc.
6. Business Sector- like the retails and restaurants owners and tenants, financial groups, etc.

A stakeholder matrix (Tabbush & Ambrose-Oji, 2011) which indicates the level of importance and influence on the decision-making process will guide the formulation of the public engagement framework. This matrix will be used throughout the study to help prioritize the different engagement actions that will be identified in the proceeding stages of the research. As indicated in Figure 5, a public engagement action that will consistently satisfy the stakeholders classified under the ‘high importance but low influence’ axis can be developed while another public engagement action the will engage closely and actively the stakeholders distinguished under the ‘high importance and high influence’ axis. In addition, a public engagement action that will provide continuous information to stakeholders under the ‘low importance but high influence’ axis while another public engagement activity that may monitor the stakeholders under the ‘low importance and low influence’ axis.

| | |
|---|---|
| <p>A. HIGH IMPORTANCE. LOW INFLUENCE</p> <p>KEEP SATISFIED</p> | <p>B. HIGH IMPORTANCE. HIGH INFLUENCE</p> <p>ENGAGE CLOSELY AND INFLUENCE ACTIVELY</p> |
| <p>C. LOW IMPORTANCE. LOW INFLUENCE</p> <p>MONITOR with MINIMUM EFFORT</p> | <p>D. LOW IMPORTANCE. HIGH INFLUENCE</p> <p>KEEP INFORMED</p> |

Figure 5 Stakeholder Matrix (Tabbush & Ambrose-Oji, 2011)

Stage 1: Survey Results Findings

- **Pilot Survey 2013**

A survey questionnaire was developed as an aid in determining the sentiments of the public regarding the Green Deck Project. The pilot survey was conducted through an on-street survey and internet online survey. The questionnaire provides a brief background of the proposed project showing the site boundary and also an illustrative example of New York’s Park in the Sky to show the respondents what a green deck could look like. The questionnaire has seven questions which aim to find out the public’s views on the proposed project, the project’s major issues and impacts, views on the site boundary and to what extent, the kind of facilities to be provided in the project, suggested public engagement activities as well as a section wherein they have to determine the identified stakeholders’ importance and their level of influence on the project (see Appendix 1). At this stage, it is not intended to find the solution but with an open mind to explore all possible issues that need to be further studied.

Survey results

138 on-street surveys and online survey were conducted. The survey intends to gather and understand the sentiments regarding the proposed Green Deck project of the public who will possibly use the study area. The face-to-face surveys were conducted with the help of three

students among local pedestrians, PolyU students and staffs as well as the local residents and passers-by, bus and MTR passengers, residents and other frequent users within the vicinity of the study area. The on-street survey was randomly conducted in three strategic locations such as the East Tsim Sha Tsui, Hung Hom MTR and bus stops/ terminus, within Ho Man Tin to Hung Hom surrounding areas and PolyU campus. The response rate was 49.2%. The online survey was sent to PolyU students and staffs to gather their sentiments regarding the proposed Green Deck project through the department's mass email system on the 27 Nov., 2013.

- **Community Survey 2014**

After the pilot survey was conducted in November 2013; a community survey was conducted in early 2014 to ascertain the viewpoints of the different stakeholders regarding the proposed Green deck project. The survey mainly targeted on the end users of the proposed Green Deck including the community, residents in the districts, business sectors in the vicinity, and PolyU staffs and students. The other identified stakeholders include officials in government departments and representatives from NGOs.

A survey questionnaire was developed as a tool in determining the sentiments of the identified key stakeholders who will be the users of the Green Deck Project. An on-street survey in three districts namely Hung Hom, East Tsim ShaTsui and Ho Man Tin districts were conducted. Each district has a survey station/corner manned by a team of three to four student helpers. A table and a roll-up banner showing the concept plan, photos and brief information about the Green Deck project was displayed along each survey station/corner. Each student helper has 60 survey questionnaires in hand while also carrying with them a laminated photo of the existing site, the proposed site development plan and the site boundary of the Green Deck project. This information intends to make sure that the respondent's general understanding of the project is clear. The survey questionnaires were written in both English and Chinese.

The survey questionnaire provides a brief background of the proposed project and has 9 questions aside from the section which asks for the personal information of the respondents (see Appendix 2). The aim of Questions 1 to 7 is to find out the public's views on the proposed project, the project's major issues and impacts, views on the site boundary and to what extent, the kind of facilities to be provided in the project, suggested public engagement activities. While Question 8, provides a table wherein the respondents will have to determine the identified stakeholders' importance and their level of influence on the project. Lastly, Question 9 provides a table of the list of key design criteria for designing sustainable public open spaces as identified from the literature. The respondents were asked to indicate the level of importance for each design criterion in a 5-points Likert scale.

Data analysis

The data were analyzed with the help of the EXCEL and the NVivo software. The quantitative data analysis includes the percentages of favorable and unfavorable responses per districts; the percentages of the identified stakeholders; determining the degree of importance and level of influence of the stakeholders and personal characteristics of the respondents were analyzed with EXCEL. The respondents' qualitative responses were inputted into NVivo software and the underlying reasons for the questions as well as its ranking in terms of priorities/ preferences

such as the top five reasons/ choices garnering the highest number of frequency were extracted from NVivo through the use of matrix coding technique.

Survey Results

590 on-street surveys were conducted, in which 241 came from East Tsim Sha Tsui, 180 in Hung Hom and 169 in Ho Man Tin districts. Based on the community on-street survey findings, 84% of the respondents believed that the Green Deck Project is favorable while 15% of the respondents considered the project as unfavourable. The reasons tendered by those being unfavorable are mainly concerning about waste of money and resources (esp. govt. money), redundant with the govt. project and damage the original environment.

In terms of the site boundary, 73% are amenable that the site boundary is large and adequate while 22% are not in favor of the boundary’s size. The top five reasons identified for the 7 questions, which were ranked based on the frequency of responses from the key stakeholders are shown in Table 3. A Table showing the representative statements of the responses in each district per questions can be referred in Appendix 2. Additionally, a Table comparing the results of the on-street pilot survey done last year and this recently conducted community survey are presented in Appendix 3 for more details.

Table 3. Top Five Reasons Identified from the Community Survey Responses

| Questions | Community Survey 2014 | Pilot Survey 2013 |
|--|---|--|
| Q1A. Green Deck project: Favorable (84%) | <ol style="list-style-type: none"> 1. Greenery and sustainability 2. Improve air quality 3. More space and new facilities 4. Space and city beautification 5. Rest and leisure spaces | <ol style="list-style-type: none"> 1. More green space and better use of space 2. Enhance air quality 3. Green feature 4. Make city beautiful with better scenery and view 5. Reduce carbon emission and absorb pollutants from vehicles |
| Q1B. Green Deck project: Unfavorable (15%) | <ol style="list-style-type: none"> 1. Waste of money and resources (esp. govt. money) 2. High cost involved 3. Redundant with the govt. project 4. Reduce air quality under the deck 5. Not necessary | <ol style="list-style-type: none"> 1. Damage the original environment, 2. Need time, money to manage facilities, 3. Affect transportation and environment, 4. Bad air quality, Will block the sky view of ground floor level that will lead to worse air quality, 5. Existing open area is enough, only footbridges are necessary |
| Q2A. Site Boundary: Favorable (73%) | <ol style="list-style-type: none"> 1. Adequate 2. Large and big enough 3. Connectivity reasons 4. Can cover the road 5. Improve air quality | <ol style="list-style-type: none"> 1. Good/ Okay ,Just suitable, Looks reasonable, appropriate 2. Make it bigger 3. Area too large 4. Reduce the area to provide ventilation under the podium 5. Connect with other facilities near the podium, low residential houses, PolyU, the Y building |

| | | |
|--|--|---|
| <p>Q2B. Site Boundary: Unfavorable (22%)</p> | <ol style="list-style-type: none"> 1. Too big and large 2. Too small and narrow; can be larger 3. Cover sunlight 4. Should not cover the entrance and exit of CHT 5. High construction cost; hard to implement | <p>No responses in this section.</p> |
| <p>Q3. Major issues that should be considered in the proposed project</p> | <ol style="list-style-type: none"> 1. Cost; financial issues 2. Traffic, road and transport issues 3. Maintenance and management 4. Air pollution and air quality conditions 5. Environmental Aspects | <ol style="list-style-type: none"> 1. Overall environment 2. Project / construction cost and time 3. Social integration 4. Citizen's/ parties affected opinions and concerns 5. Construction impact and waste produced |
| <p>Q4. Major impacts of the proposed Green Deck on the surrounding community</p> | <ol style="list-style-type: none"> 1. Traffic, road and transport issues 2. Improve air quality 3. Better plan; beautify and improve the environment 4. Air pollution during construction 5. Green and healthy open areas | <ol style="list-style-type: none"> 1. Improve air quality 2. Traffic, noise and air pollution during construction 3. More place to rest, hangout and attract people 4. Improve overall environment with more space, outdoor activity and entertainment. 5. Enhance beauty of the place |
| <p>Q5. User's needs of the proposed project</p> | <ol style="list-style-type: none"> 1. Social interaction 2. Rest and relaxation 3. Exercise; gym 4. Play sports and other recreation 5. Entertainment and performances | <p>No responses in this section.</p> |
| <p>Q6. Facilities, amenities, or buildings could be provided</p> | <ol style="list-style-type: none"> 1. Urban furnitures- sitting areas, tables, etc. 2. Big lawn, sports field, open spaces 3. Sports and recreational facilities 4. Cycling trail or lane 5. Restaurants and cafes | <ol style="list-style-type: none"> 1. Parks/ gardens as well as seats, benches and sitting areas 2. Greenland, trees, green house, plants and flower pots, etc. 3. Sports, recreation and leisure facilities 4. Food and beverage/ retails shops, kiosks, cafe, bakery 5. Playground |
| <p>Q7. Community and experts participation activities</p> | <ol style="list-style-type: none"> 1. Public consultation and forum 2. Ads and Promo (TV, news, billboards, etc.) 3. Internet and MobileAPPs (WhatsApp, Facebook, Twitter, etc.) 4. Exhibitions 5. Competitions (design, etc.) | <ol style="list-style-type: none"> 1. Public Consultation 2. Collect opinion from community, government, etc. 3. Design competition 4. Public and stakeholder participation in workshops 5. Questionnaire and survey |

Personal characteristics of the key stakeholder respondents

The personal characteristics of the key stakeholder respondents in each district are presented in Table 4, 63.56% of the respondents are the users of the proposed project. Out of the 95.59% respondents who are local residents, 47.63% are male and 52.03% are female. The average age group is between 19-45 years old and the average educational status is secondary level. In terms of number of visits per day, 59.32% of the respondents are frequent users of the green deck project. Most of them go to East Tsim Sha Tsui (33.92%), while the rest goes to Hung Hom (22.21%) and Ho Man Tin (16.95%) districts respectively. Also shown in Figure 6, are the demographic distributions of the three districts.

Table 4. Personal Characteristics of the Key Stakeholders in Each District

| Characteristics | East Tsim Sha Tsui District | Hung Hom District | Ho Man Tin District | Total (3 Districts) |
|--|-----------------------------|---------------------|---------------------|---------------------|
| Total No. of Respondents | 241 (40.85%) | 180 (30.51%) | 169 (28.64%) | 590 (100%) |
| Gender: | | | | |
| • Male | 119 (20.17%) | 70 (11.86%) | 92 (15.59%) | 281 (47.63%) |
| • Female | 122 (20.68%) | 110 (18.64%) | 75 (12.71%) | 307 (52.03%) |
| Age: | | | | |
| • 18 & below | 28 (4.75%) | 25 (4.24%) | 19 (3.22%) | 72 (12.20%) |
| • 19-45 | 150 (25.42%) | 134 (22.71%) | 86 (14.58%) | 370 (62.71%) |
| • 46-64 | 45 (7.63%) | 21 (3.56%) | 55 (9.32%) | 121 (20.51%) |
| • 65 above | 18 (3.05%) | 0 | 9 (1.53%) | 27 (4.58%) |
| Education: | | | | |
| • Primary | 11 (1.86%) | 2 (0.34%) | 10 (1.69%) | 23 (3.90%) |
| • Secondary | 92 (15.59%) | 17 (2.88%) | 82 (13.90%) | 191 (32.37%) |
| • Tertiary | 135 (22.88%) | 161 (27.29%) | 77 (13.05%) | 373 (63.22%) |
| Sector: | | | | |
| • Government | 6 (1.02%) | 0 | 6 (1.02%) | 12 (2.03%) |
| • Community, NGO | 6 (1.02%) | 1 (0.17%) | 12 (2.03%) | 19 (3.22%) |
| • Developer | 5 (0.85%) | 1 (0.17%) | 4 (0.68%) | 10 (1.69%) |
| • Dev. & Const. Experts | 2 (0.34%) | 1 (0.17%) | 1 (0.17%) | 4 (0.68%) |
| • Business | 31 (5.25%) | 0 | 5 (0.85%) | 36 (6.10%) |
| • End Users (PolyU Staff and Students) | 183(31.02%) | 174(29.49%) | 151(25.59%) | 508(86.10%) |
| Status | | | | |
| • Residents | 228 (38.64%) | 172 (29.15%) | 164 (27.80%) | 564 (95.59%) |
| • Tourists | 5 (0.85%) | 4 (0.68%) | 2 (0.34%) | 11 (1.86%) |
| No. of Visits in the proposed area: | | | | |
| • Very rarely | 111 (18.81%) | 45 (7.63%) | 65 (11.02%) | 221 (37.46%) |
| • 2-3 days a week | 63 (10.68%) | 28 (4.75%) | 51 (8.64%) | 142 (24.07%) |
| • Everyday | 56 (23.24%) | 103 (17.46%) | 49 (8.31%) | 208 (35.25%) |

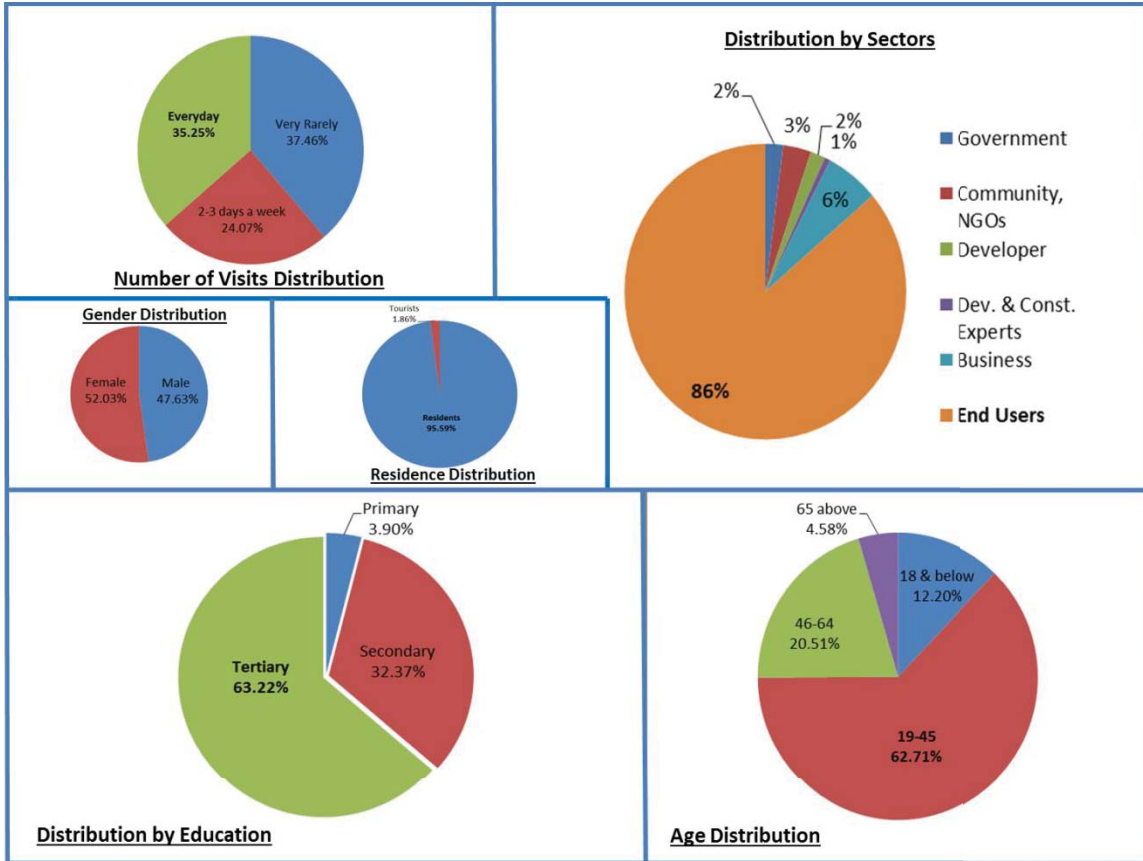


Figure 6 Demographic Distribution of the Three Districts

• **Stakeholder Matrix:**

A stakeholder matrix indicating the level of importance and influence on the decision-making process will be used throughout the study to help prioritize the different engagement actions that will be identified in the proceeding stages of the research. In the pilot survey, the stakeholder matrix analysis in Figure 7 shows that the respondents have identified the Government as the sector which has ‘high importance and high influence’ in the implementation of the project. The end users were identified as the sector which has ‘high importance but low level of influence’. The respondents have also categorised the developers, development and construction experts and the community as the sectors which have ‘low importance but high influence’. Lastly, the respondents considered the business sector which has ‘low importance and low influence’.

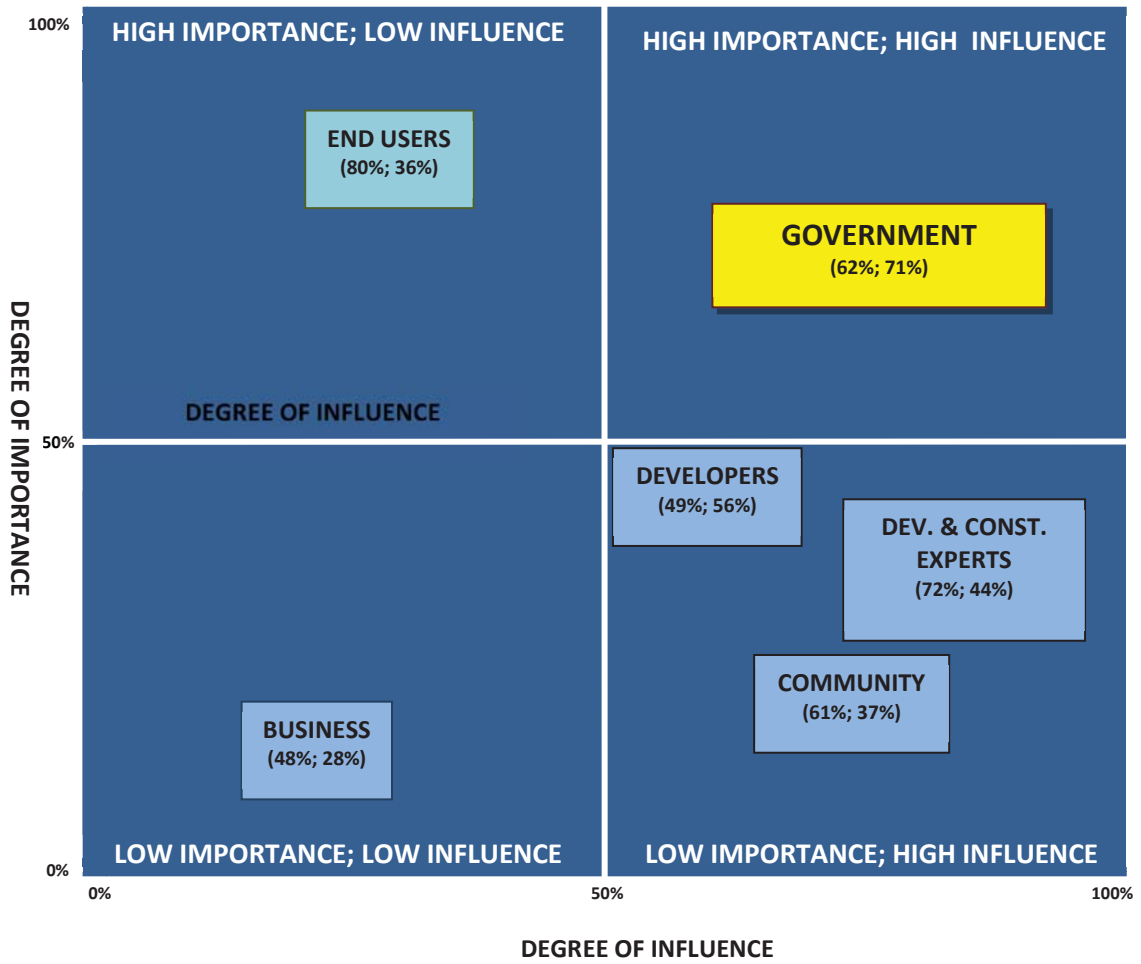


Figure 7 Stakeholder Matrix (Pilot Survey Results in 2013)

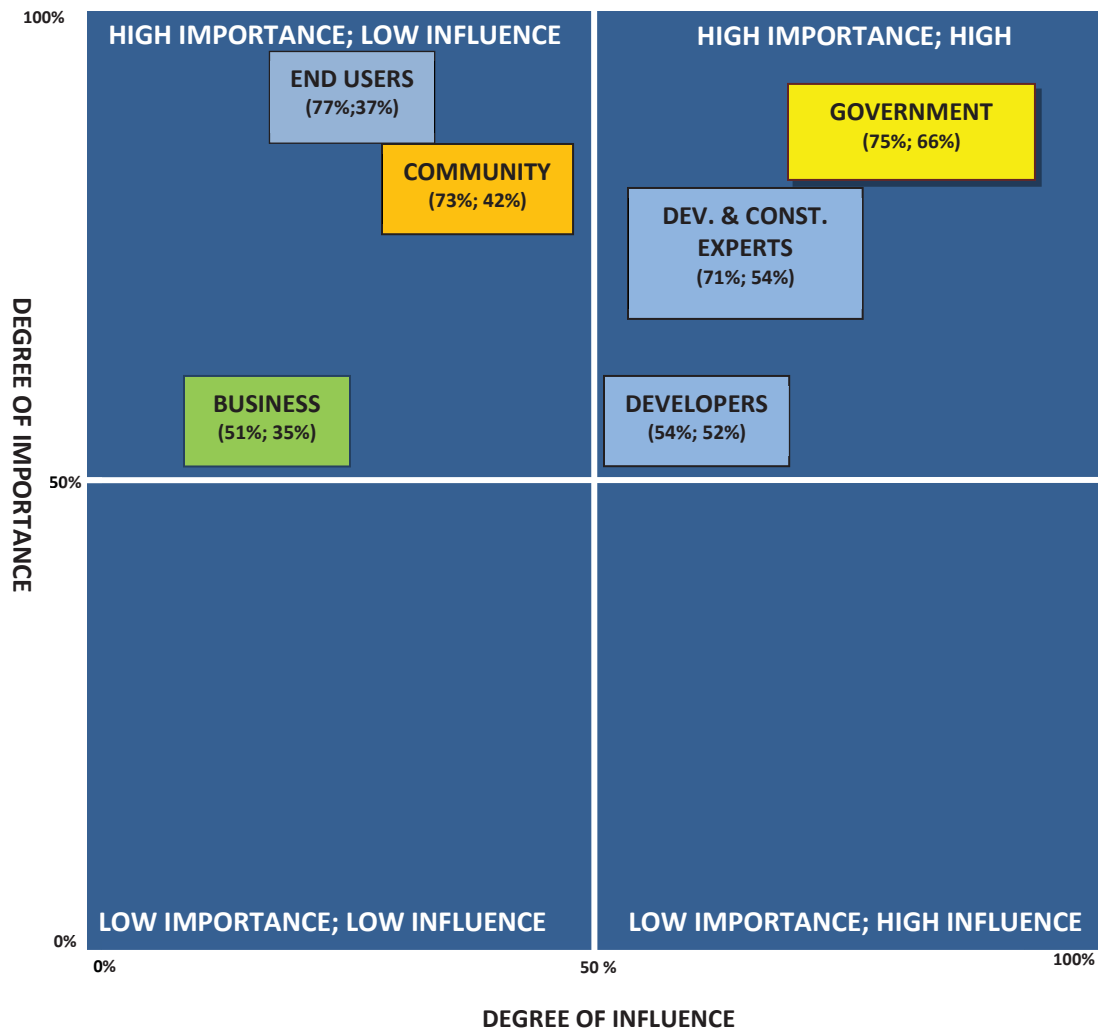


Figure 8 Stakeholder Matrix (Community Survey Results in 2014)

While in the community survey’s stakeholder analysis matrix as shown in Figure 8, the government sector is still considered by the respondents as the sector with the ‘highest importance and highest influence’. The development and construction experts as well as the developers came next as the second and third sectors which also have ‘high importance and high influence’. These two sectors have moved its level from the ‘low importance but high influence’ in the previous survey to the ‘high importance and high influence’ matrix grid. Another sector which retained its ‘high importance yet low influence’ status is the end users. Noteworthy also is the community sector which was identified as the sector with ‘low importance but high influence’ from the previous survey, has gone up to the ‘high importance and low influence’ level together with the end users. Lastly, the sector which was considered with ‘low importance and low influence’ in the previous survey are now identified by the key stakeholders as a sector with ‘high importance but low influence’ and joined the ranks of the end users and community sectors. With these results, appropriate public engagement strategies can be provided to the sectors under the two levels such as the ‘high importance but low influence’ (i.e. the User and Community, and Business sectors) and the ‘high importance and

high influence’ levels. The sectors with ‘high importance and high influence’ must be engaged closely and actively in the planning and implementation of the proposed project. While the User and Community, and Business sectors with ‘high importance yet low influence’ must not only be kept satisfied in terms of providing public engagement activities regarding the proposed project, but should also be capitalized through public participation to increase their influence to move the project forward.

Further analysis of the results on the different groups of respondents of the 590 on-street surveys was conducted. Comparisons were made among the different groups to see if there is any difference between them regarding favorable reasons for the proposed Green Deck, the facilities and amenities, and the participation activities.

The following is a summary of some of the comparisons made.

- 1) Different districts,
- 2) Different age groups,
- 3) Different sectors

Table 5 Top Five Favorable Reasons for the Proposed Green Deck Project by Districts

| | Hung Hom | East TsimShaTsui | Ho Man Tin |
|----|--------------------------------|--------------------------------|------------------------------------|
| 1. | Greenery and sustainability | Good view of harbor | Greenery and sustainability |
| 2. | Improve air quality | Improve air quality | Comfortable and better environment |
| 3. | More spaces and new facilities | More spaces and new facilities | Improve air quality |
| 4. | Space and city beautification | Space and city beautification | Space and city beautification |
| 5. | Rest & Leisure spaces | Rest & Leisure spaces | More spaces and new facilities |

Table 5 shows that there is no very distinctive difference between the three districts apart from the East Tsim Sha Tsui group which indicates ‘good view of the harbor’ is the most favorable reason for supporting the proposed Green Deck.

Table 6 Top Five Facilities, Amenities or Buildings Preferred by Different Age Groups

| 18 & Below | 19-45 | 46-64 | 65 & Above |
|--|--|---|--|
| 1. Urban furnitures 2. outdoor parks 3. big lawn, sports field, open spaces 3. snack shops, small stores 3.sports & recreation facilities 4. swimming pool 5. stadium, amphitheatre 5. toilets, washrooms | 1. urban furnitures 2.sports & recreational facilities 3.big lawn, sportsfield, open spaces 4.cycling trail/ lane 5. outdoor parks | 1. urban furnitures 2.sports & recreational facilities 3.big lawn, sportsfield, open spaces 3. outdoor parks 4. snack shops; tuck shops; small store; market 4.toilets, washrooms 5. restaurants, cafe, food court 5.gardens, greeneries | 1. toilets, washrooms 2. restaurants, cafe, food court 3. outdoor parks 4. gardens, greeneries 4. pathways; walkways; pedestrian tunnel 4. snack shops; tuck shops; small store; market 5. sitting area, tables, urban furnitures, etc. 5. sports and recreational facilities |

The age groups from 18 & below to 64 all have similar responses such as the **urban furnitures, sports and recreational facilities**, etc. However, it is noteworthy to know that the 65 & above age group have identified **‘toilets and washrooms’** as the top most important facility. ‘Pathways, walkways and pedestrian tunnel’ is ranked as fourth most important facilities which is not included in the other age groups (see Table 6).

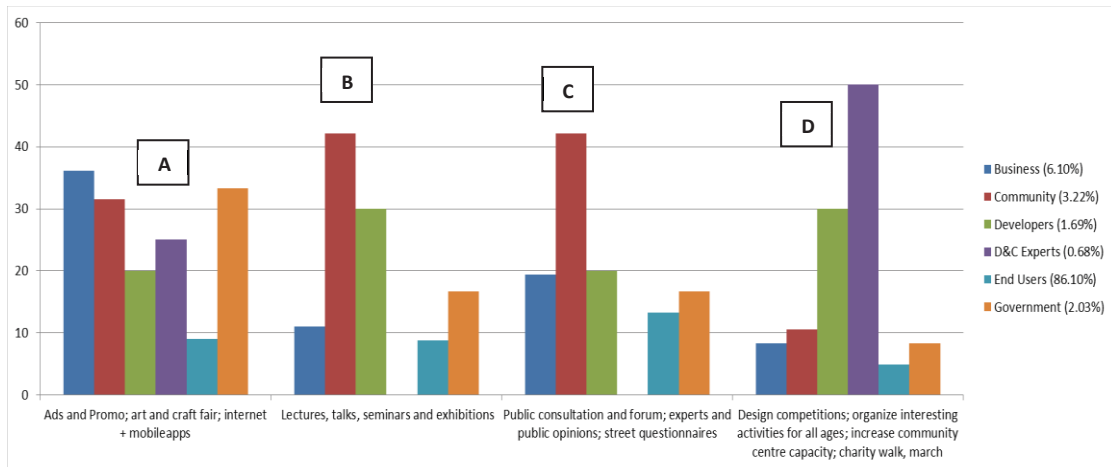


Figure 9 Top Five Suggested Community and Experts Participation Activities

As shown in Figure 9, all sectors and stakeholders have identified unanimously the public engagement activities which are grouped in A, B, C and D. Group A is intended to inform and notify the stakeholders about information regarding the project. In Group B, the stakeholders are encouraged to attend the activities relating to the project. While with Groups C and D, they are more active consultation and involvement opportunity for the stakeholders. While the public engagement activities that are grouped in B and C were agreed by the six sectors except for the Developers & Construction Experts which they didn’t have a say on these activities. The public engagement activities were grouped according to the level of engagement from passive to active engagements. Nevertheless, all these public engagement activities are the top five public engagement activities identified by the sectors to be important to consider for the implementation of the Green Deck project.

- **Key Design Criteria for Designing Sustainable Public Open Spaces**

In the last question of the survey questionnaire, the respondents were asked to weight the sustainable design criteria stated in Table 7, which indicates their level of importance in the planning, design and implementation of the Green Deck project, using a 5-point Likert scale, from 1 (low score) to 5 (high score). This will aid in understanding the key stakeholders' preference on the design of the proposed Green Deck project. The 5 key design criteria which receive the highest weighting from the respondents are 1. Green Design Components such as Air, Noise Pollution Reduction; 2. Clean, Pleasant and Visually Stimulating Environment (Green Spaces); 3. Quality Environment for Pedestrian and Users (Walkways and Cycle Paths); 4. Sufficient Maintenance and Management; and 5. Adequate Lighting, Urban Furniture.

Table 7 Key Design Criteria for Designing Sustainable Public Open Spaces

| Key Design Criteria | Mean weighting | Ranking |
|---|---|---------|
| Green Design Components such as Air, Noise Pollution Reduction | 4.30 | 1 |
| Clean, Pleasant and Visually Stimulating Environment (Green Spaces) | 4.26 | 2 |
| Quality Environment for Pedestrian and Users (Walkways and Cycle Paths) | 4.16 | 3 |
| Sufficient Maintenance and Management | 4.11 | 4 |
| Adequate Lighting, Urban Furniture | 4.10 | 5 |
| Easy Access to Work & Public Facilities | 4.05 | 6 |
| Close and compatible to the Neighborhood | 3.97 | 7 |
| Easy Understanding of Directions and Ease of Activities | 3.97 | 7 |
| Mixed-use Development | 3.93 | 8 |
| Harmonious Use of Space (Avoid Conflict of Use) | 3.91 | 9 |
| Healthy Lifestyle and Well-being | 3.82 | 10 |
| Opportunity for Community Involvement | 3.71 | 11 |
| Social Contact and Network | 3.66 | 12 |
| Enhance a Sense of Place | 3.63 | 13 |
| Sense of Security and Privacy | 3.56 | 14 |
| Others: | a. Advertisements; b. Affordability; c. Practicability; d. Consider the different type of end users | |

Stage 2: Roundtable Meeting

Preparation of the Roundtable Meeting

A Roundtable Meeting was conducted in April 29, 2014 with the 13 key expert/ stakeholder participants, including the principal investigator and his research team. The participants represent the academe, NGOs and professional organizations. The participants have diverse backgrounds such as Architects, Landscape Architects, Planner, Art & Space Advisor, Urban Design Consultant, Writer and Urban Design Critic, Development and Marketing Officer, Surveyor, and a District Councilor and Sustainable Urban Planning Advocate. See Appendix 6 for the photos.

The Roundtable meeting was held in PolyU and lasted for one and a half hour. At the beginning of the Roundtable meeting, the principal investigator introduced the proposed Green Deck project and presented the major findings of the 590 on-street survey to the participants. A summary of the minutes of the Roundtable meeting is shown in Appendix 5.

Roundtable results

Some of the overall feedbacks from the participations are as follows.

- The project is a wonderful idea for an ideal urban green space in Hong Kong.
- The concept of community ownership for the project is appreciated.
- All participants are willing to attend the upcoming public forum as they are quite interested to know the results of the other academic research, esp. concerning technical issues.

The Roundtable participants further identified a number of issues relating to the proposed project. Some of the issues relate more to the technical aspects of the project, some relate to urban planning and design issues. The detail program of the possible facilities and the future maintenance and operations are also one of their major concerns. The following list is the major issues they raised:

1. Technical Aspects: air quality, ventilation, daylighting, structural framing, and road safety issues (e.g. how to treat the pollution in the edge of the deck, along Cheong Wan Road).
2. Better connectivity with the surrounding districts (e.g. improving pedestrian flow and mitigate high people usage of the footbridges).
3. Boundary of the project can be more flexible at the preliminary stage (e.g. expand further along Cheong Wan Road).
4. Develop detail program to understand the facilities that the public wants.
5. Operations, Management and Maintenance of the Green Deck.
6. How to control the noise problems in the area.
7. Design criteria in terms on addressing the functionality of space can be considered such as a good transportation hub, scenery and comfortable environment, connectivity and multi-activities for social interaction, and the social significance of the place.
8. The concept plan pertaining to the sculpture garden and art gallery will add more value to the place such as the artifacts, aesthetic elements, etc.

Stage 3: Draft Stakeholder Engagement Framework

Based on the results of the public survey and roundtable discussion with experts, a Stakeholder Engagement Framework was developed to guide and provide potential engagement strategies to be employed for engaging the identified stakeholders for the proposed Green Deck project (see Table 8). Appropriate adjustments/refinements will be made with these engagement mechanisms provided after the Public Hearing/ Forum which will be organized by the PolyU Communications Publicity Affairs (CPA) for the purpose of launching the proposed Green Deck Project to the public.

Table 8 Stakeholder Engagement Framework

| STRATEGIES | LEVEL OF ENGAGEMENT | ENGAGEMENT TOOLS | STAKEHOLDERS' ROLES | STAKEHOLDERS INVOLVED |
|--------------------|--|--|--|---|
| NOTIFY | <ul style="list-style-type: none"> Stakeholders may encounter untargeted project publicity <p><i>INFORMATION MADE AVAILABLE</i></p> | <ul style="list-style-type: none"> ADS AND PROMO, ART AND CRAFT FAIR, INTERNET AND MOBILE APPS | <ul style="list-style-type: none"> Stakeholders as passive recipients of un-contextualised information Dialogue is not necessary | <ul style="list-style-type: none"> All Identified Stakeholders |
| INFORM | <ul style="list-style-type: none"> Stakeholders are regularly and reliably informed, made aware of their rights and ways of participating in the project. <p><i>STAKEHOLDERS INFORMED</i></p> | <ul style="list-style-type: none"> ADS AND PROMO, ART AND CRAFT FAIR, INTERNET AND MOBILE APPS ORGANIZE PUBLICITY ACTIVITIES FOR ALL AGES LECTURES, SEMINARS, EXHIBITIONS | <ul style="list-style-type: none"> Stakeholders as passive recipients of broadly contextualised information Dialogue is welcome but not explicitly invited | <ul style="list-style-type: none"> All Identified Stakeholders |
| CONSULT | <ul style="list-style-type: none"> Stakeholders receives full feedback on decisions taken <p><i>STAKEHOLDER CONSULTED</i></p> | <ul style="list-style-type: none"> COMMENT/ OPINION POLLS FOCUS GROUPS CONSULTATION WORKSHOPS QUESTIONNAIRES/ INTERVIEWS | <ul style="list-style-type: none"> Stakeholders as respondents Designated consultation space/ time in meetings Dialogue is sometimes expected | <ul style="list-style-type: none"> End Users Community Dev. & Const. Experts Developers Business |
| INVOLVE | <ul style="list-style-type: none"> Stakeholders are involved throughout the decision making process to ensure views are understood and taken into account <p><i>STAKEHOLDER INPUT</i></p> | <ul style="list-style-type: none"> WORKSHOPS VOTING PUBLIC CONSULTATION AND FORUM EXPERTS AND PUBLIC OPINIONS CHARITY WALK, MARCH | <ul style="list-style-type: none"> Stakeholders as project team members Participation in skills training | <ul style="list-style-type: none"> End Users Community Dev. & Const. Experts Developers Business |
| COLLABORATE | <ul style="list-style-type: none"> All aspects of decision making processes are undertaken in partnership with stakeholders <p><i>STAKEHOLDER SHAPED</i></p> | <ul style="list-style-type: none"> DESIGN COMPETITIONS TASK FORCES MANAGEMENT COMMITTEES | <ul style="list-style-type: none"> Stakeholders as collaborators/partners Stakeholder on management committees/ taskforces Stakeholder shaped policy making | <ul style="list-style-type: none"> All Identified Stakeholders |
| EMPOWER | <ul style="list-style-type: none"> Stakeholders set agendas for change <p><i>STAKEHOLDER OWNED, DECIDED</i></p> | <ul style="list-style-type: none"> SOCIAL ART PROGRAM COMMUNITY OWNERSHIP PROGRAM MANAGEMENT PROGRAMS | <ul style="list-style-type: none"> Stakeholders as designers, partners Distributed decision making Stakeholder ownership of resources, etc. | <ul style="list-style-type: none"> All Identified Stakeholders |

Adapted and Modified from: Bartholomew and Freeman (2010)

***Notes: The identified Stakeholders are prioritized based on their level of high importance such as End Users (77%), Community (75%), Dev. & Const. Experts (73%), Developers (54%) and Business (51%). (The identified stakeholders under the 6 groups are indicated in p.6 of this report)

Stage 4: Public Hearing /Forum

The team will participate in the public forum among stakeholders and the general public will be organized by the PolyU Communication and Public Affairs (CPA) schedule. According to CPA's programmes for the coming 12 months, forums for PolyU staff and students, and the general public will be held. This aims to strengthen the public involvement in the Green Deck Project and will form a continuous platform for an advocacy campaign in the next few months after the final report is completed and presented to the public. The forum will highlight the results of all the other groups' applied research projects as enumerated below:

- A framework for Stakeholder Engagement to formulate the Proposed Green Deck Project at Cross Harbour Tunnel
- Effect of the Green Deck on Local Air Quality
- Green roof technology for the Green Deck
- Effect of the Green Deck on the local thermal environment
- Feasibility of Installing Solar and Wind Energy Facilities on the Green Deck
- Effect of the Green Deck on the Local Noise Level
- Effect of the Green Deck on the Local Real Estate Market
- Implications of the Green Deck for the Urban Heat Island Effect

The key research findings of the community survey, particularly those related to formulating the design brief of the proposed Green Deck project will be incorporated into the CPA's Forums.

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Appendix 1: Pilot Survey Questionnaire Sample (conducted in 2013)

Proposed Green Deck Project at Cross Harbour Tunnel (CHT) Questionnaire
對於在海底隧道收費廣場建設綠色平臺之提議的調查問卷

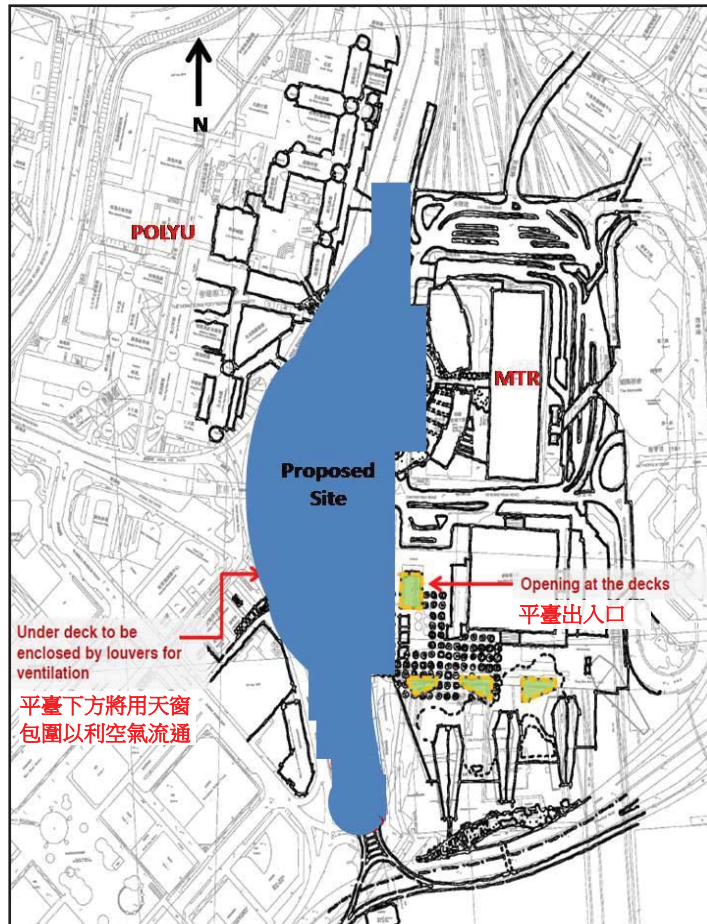
This on-street questionnaire aims to gather the general public’s sentiments about the proposed Green Deck Project, and to explore the key issues that they may have concern for further study.

本調查問卷的目的在於收集公眾對所提議之“綠色平臺”項目的意見及關注的重要事項，以供將來進一步開展研究。

Background: The proposed Green Deck Project is to provide better quality ‘connecting environment as a new urban ‘green lung’ and to foster stronger connectivity over the existing Cross Harbour Tunnel. A landscaped deck with wide pedestrian connection between PolyU, bus platforms and MTR Hung Hom station will be created.

背景簡介：所提議綠色平臺項目之目的在於為公眾提供一個可作為都市新“綠肺”的、品質優越的連接環境，以加強既有海底隧道收費廣場上方的連通性。按照此建議，一個風景優美、擁有寬闊人行通道、連接理工大學、紅磡巴士總站、港鐵紅磡站等地點的平臺將會建成。

Figure 1. The Site Boundary 圖 1.場地邊界示意圖



Some illustrative examples are provided to show how a green deck could look like:
以下為綠色平臺的一些示例以供參考瞭解：



Source: The High Line: New York's Park in the Sky, Available: <http://twistedifter.com/2011/06/high-line-park-new-york-city/>

圖片來源：高架線——紐約的空中花園

Survey Questions 調查問題

1. What do you think about the idea of proposing the Green Deck Project?

您對建設綠色平臺這一提議的意見是？

Unfavourable 反對 Highly Unfavourable 強烈反對

What is your reason(s) against it? 您反對的理由是？

Highly Favourable 非常贊成 Favourable 贊成

What is your major supportive view? 您贊成的主要原因是？

2. What are the major issues that should be considered in the proposed Project? (e.g. overall environment, property market, social integration, etc.)

您認為有哪些重要事項是該項目需要給予考慮的？（例如：整體環境、房地產市場、社會融合，等等）

3. What would be the major impact(s) of the proposed Green Deck on the surrounding community (including Tsim Sha Tsui, Hung Hom and Ho Man Tin)?

您覺得該項目對周邊社區（尖沙咀、紅磡及何文田）的主要影響有哪些？

4. Any comment to the extent of the boundary shown in figure 1 of page 1? How far the deck can be incorporated with other facilities/ development in the vicinity?

您對本問卷第一頁之圖 1 所展示的場地邊界有何建議？該平臺與周邊的設施/樓盤能在多大程度上相匹配？

5. What kind of facilities, amenities, or buildings could be provided with the Green Deck?

您認為“綠色平臺”可以提供哪些設備、設施或建築？

6. How the community and experts can participate in the design and planning process to enhance a successful implementation of the proposed Green Deck project? Any suggested public engagement activities?

您覺得社區和專業人士可以如何參與設計和規劃過程，以促進所提議綠色平臺項目的成功實施？您對公眾參與活動有何建議？

7. There are many stakeholders involved in the Project. Please indicate the importance of their views and their level of influence on the Project.

該項目將涉及諸多利益相關方，請指出其意見的重要性、及其對項目的影響力水平。

| Group 利益相關方 | Very Important (√ if you agree) 非常重要(√如您贊成) | Very Influential (√ if you agree) 非常有影響力(√如您贊成) |
|---|--|--|
| Government Sector 政府部門 | | |
| Community, NGOs, concern groups 社區、非政府組織、其他關注團體 | | |
| Development and Construction Experts 發展及建築專業人士 | | |
| Developers 開發商 | | |
| End Users (Pedestrians, bus and MTR commuters, PolyU personnel and students, etc.)最終用戶（行人、巴士及港鐵乘客、理工大學職員與學生，等等） | | |
| Business Sector (Retail and restaurant owners and tenants, offices, etc.)商業部門（零售業及餐飲業之業主、商戶、辦公室，等等） | | |

Please send your completed questionnaire to email: s.conejos@polyu.edu.hk or fax to 23623979.

敬請將完成的問卷以電郵發送到：s.conejos@polyu.edu.hk 或者傳真至：23623979

--Thank you--

--非常感謝--

Appendix 2. Community Survey Questionnaire Sample (conducted in 2014)



THE HONG KONG
POLYTECHNIC UNIVERSITY

Proposed Green Deck Project at Cross Harbour Tunnel (CHT) Questionnaire

This on-street questionnaire aims to gather the general public's sentiments about the proposed Green Deck Project, and to explore the key issues that they may have concern for further study.

Background: The proposed Green Deck Project is to provide better quality 'connecting environment as a new urban 'green lung' and to foster stronger connectivity over the existing Cross Harbour Tunnel. A landscaped deck with wide pedestrian connection between PolyU, bus platforms and MTR Hung Hom station will be created. It also intends to create a central "Hub" to connect the Hung Hom, TST East, Ho Man Tin district.

Survey Questions

1. What is your view about the idea of proposing the Green Deck Project? In favour or not? Why?

2. Are you in favour of the project site boundary as shown to you? Why?

3. What are the major issues that should be considered in the proposed Project? (Please state 3 or more issues).

4. What would be the major impact(s) of the proposed Green Deck on the surrounding community (including TsimShaTsui, Hung Hom and Ho Man Tin)? (Please state 3 or more impacts)

5. What would be your needs in using the proposed Green Deck? (e.g. social interaction, doing exercise..., please state 3 or more needs)

6. Which facilities, amenities or building you want to be provided in the project? (The masterplan shown to you only provides possible design examples). Please specify 3 or more items.

7. What public engagement activities can you recommend to enhance community and expert participation in the project? (Please state 3 or more activities)

8. There are many stakeholders involved in the Project. Please indicate the importance of their views and their level of influence on the Project.

| Group | Very Important (√) | Very Influential (√) |
|--|-------------------------------|---------------------------------|
| Government Sector | | |
| Community, NGOs, concern groups | | |
| Development and Construction Experts | | |
| Developers | | |
| End Users(Pedestrians, bus and MTR commuters, PolyUstaff and students, etc.) | | |
| Business Sector(Retail and restaurant owners and tenants, offices, etc.) | | |

9. Below is a list of key design criteria for designing sustainable public openspaces identified from the literature. Please provide your view of its level of importance with regards to the Green Deck Project

(1-Least Important..... 5- Most Important): (Please put a √ in the appropriate box)

| Design Criteria | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Easy Access to Work & Public Facilities | | | | | |
| Close and Compatible to the Neighborhood | | | | | |
| Mixed-Use Development | | | | | |
| Quality Environment for Pedestrians and users (Walkways and Cycle Paths) | | | | | |
| Sufficient Maintenance and Management | | | | | |
| Clean, Pleasant and visually stimulating Environment (Green spaces) | | | | | |
| Adequate Lighting,Urban Furniture | | | | | |
| Green Design Components such as Air and Noise Pollution Reduction | | | | | |
| Harmonious use of space (avoid conflict of use) | | | | | |
| Opportunity for Community Involvement | | | | | |
| Social Contact and Network | | | | | |
| Healthy Lifestyle and Well-being | | | | | |
| Sense of Security and Privacy | | | | | |
| Easy Understanding of Directions and Ease of Activities | | | | | |
| Enhance a Sense of Place | | | | | |
| Others: | | | | | |

Personal Information:(Please put a ✓ in the appropriate box)

- **Gender:** Male Female

- **Age:** 18 & below 19-45 46-64 65& Above

- **Education:** Primary Secondary Tertiary or above

- **Occupation:** _____
 - In which stakeholder group / sector do you belong?
 - Government Sector, which department do you work?

 - Community/ NGOs/ Concern groups
 - Developers Dev. & Const. Experts Business Sectors
 - End Users (Pedestrians, bus and MTR commuters, PolyUstaff PolyU students)
 - Others _____
 - Resident Which area/ district do you live in Hong Kong? _____
- Tourist

- How often do you walk pass the area (TST East, PolyU and/or Hung Hom Station, etc)?
Very rarely 2-3 times a week Almost everyday

--Thank you--

Appendix 3. The Identified Community Responses to the 7 Survey Questions

| Questions | Key Stakeholder Results (2014) | Pilot Survey Results (2013) |
|--|---|--|
| <p>Q1A. Green deck project: Favorable</p> <ul style="list-style-type: none"> • 497 respondents (84%) | <p>Greenery and sustainability, improve air quality, more space and new facilities, space and city beautification, rest and leisure places, space utilization, solve traffic congestion, innovative, ideal concept, consider stakeholder’s needs, landmark, add character to PolyU, convenient and user friendly, highly accessible, good for students, better living standard, reduce noise, good view of harbor, brings money or profit.</p> | <p>Green feature, Connectivity, Convenient, Enhance air quality, Innovation, better environment& leisure, Community space, Huge wind corridor, Better scenery and view, promote urban value, More green space, Make city beautiful, Reduce carbon emission and natural disaster, Absorb pollutants from vehicles, More healthy, Control of crowds, enhance safety, Less traffic on bridge.</p> |
| <p>Q1B. Green Deck project: Unfavorable</p> <p>89 respondents (15%)</p> | <p>Redundant, reduce air quality under the deck, not necessary, waste government money and resources, high cost, hard to implement, too ideal, aesthetics, affect bus stop operations, restrict bus headroom, congestion problem, public opposition, construction issues, increase the area, waste the land, road re-planning is more important.</p> | <p>Damage the original environment, Need time, money to manage facilities, Affect transportation and environment, Bad air quality, Will block the sky view of ground floor level that will lead to worse air quality, Existing open area is enough, only footbridges are necessary.</p> |
| <p>Q2A. In favor of the site boundary:</p> <p>430 respondents (73%)</p> | <p>Adequate, large and big enough, connectivity, convenient, highly accessible, improve air quality, reasonable, no traffic, increase green belts, space utilization, resting place, nice appearance, considers stakeholder’s needs, increase safety, feasible, more benefits, suitable and easy to manage, good sea view, good location, can cover the road.</p> | <p>Ok, Just suitable, Looks reasonable, Bigger, Provide space to see the sky Area too large Reduce the area to provide ventilation under the podium, Good, Connect with other facilities near the podium, low residential houses, PolyU, the Y building.</p> |
| <p>Q2B. Not in favor of the site boundary:</p> <p>127 respondents (22%)</p> | <p>Too big and large, too narrow or small; can be larger, cover sunlight, not cover openings of CHT, high construction cost and hard to implement, affect air quality, block the rescue helicopter, affects passengers, start at tunnel toll station, disrupt traffic, how to reach Ho Man Tin, Hung Hom not a good landmark area, ownership issue, no developer’s</p> | <p>No responses in this section.</p> |

| | | |
|---|---|--|
| | <p>support, choose other place, not energy efficient, unfair to surrounding users, near bus stop and station, seems only for PolyU staff and students, waste the land.</p> | |
| <p>Q3. Major issues that should be considered in the proposed project:</p> | <p>Cost and financial issues, traffic, road and transport issues, air pollution and air quality conditions, feasibility and practicability, maintenance and management, disturbance, nuisance, chaos, public opinions and acceptance, green design and development, noise issues, increase pedestrian zone and people flow, environmental aspects, sufficiency and size of area, construction time, ventilation issues, commuter’s health, convenience and comfort, surrounding support (facilities, etc.), diversity usage, user’s usage, function and efficiency, aesthetics and cleanliness issues, safety and user friendly, publicity and representativeness, space utilization, technical problems, positive effects, benefits of the area, overcrowding, congested area, solve traffic congestion, resident’s living conditions, accessibility, coordination with government and developer, solve air pollution, convenience, bus waiting time, affect study environment in PolyU, economic support, improve social network, developer-type approach, limitation of event holding, smoking prohibition, negative to the harbor, culture and culture related issues, rest and relaxation area.</p> | <p>How to attract people to use the area, Social integration, social harmony, Project cost, Construction cost and time, Citizens’ opinions and concerns, Parties affected, Land use problem, Real estate, Connectivity of areas and Pedestrian and Accessibility, Healthy living, Air quality, Traffic issues, Pedestrian flow, Sustainability, Environment Construction impact, Waste produced, Government coordinate with stakeholders, Design/Landscape design, Technical issues- waterproofing, lighting on tunnel, Insect control, maintenance.</p> |
| <p>Q4. Major impacts of the proposed Green Deck on the surrounding community:</p> | <p>Traffic, road and transport issues, improve air quality, air pollution, noise issues, more open spaces, green and healthy open areas, better plan, beautify and improve environment, high people usage, pedestrian flow, economic growth, rest and relaxation</p> | <p>Security issues, Disperse pedestrian flow, Social integration, Communication and community space, Entertainment, Traffic and noise during construction, Green environment, Improve air quality</p> |

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| | <p>area, construction issues and wastes, improve tourism industry, overcrowding, congested area, connectivity, improve living standard, convenience, weekend and leisure destination, landmark (pioneer), play, increase walkable area, reduce noise, sunlight obstruction, inconvenience and disturbances, cost efficiency, reduce land supply for residential and commercial use, CHT issues, seaside utilization, sun shading or rain shelter, reduce pedestrian flow, commuter’s comfort, unfamiliarity or unaccustomed, shortage of facilities, accessibility, improve social network, diversity, lower public security, cleanliness issues, job opportunities, place to view fireworks, environmental aspects, public awareness, infrastructure change, need for car parks, maintenance and management.</p> | <p>Construction and maintenance impact, Enhance beauty of the place, Beautiful view, Enhance accessibility, Business opportunities More Comfortable living, Long term positive effect, Impact neighborhood, Landmark, Improve overall environment, Car users, Blocked views.</p> |
| <p>Q5. Needs in using the Green Deck:</p> | <p>Social interaction, rest and relaxation, exercise, gym, play sports and other recreational activities, entertainment and performances, leisure, running and jogging, eating, food and drinks, arts and creativity, sitting spaces, singing and dancing, walking, biking, scenic viewing, picnic, nature appreciation, sleeping, multi-purpose facilities, culture and history cultivation, stadium, reading and doing projects, convenience, fitting facilities, toilets, comfortable environment, fresh air, accessibility, walk the dog, academic activities, study, covered areas, hygiene, romantic reasons, bigger space for users, gardening, planting, greeneries, shopping, landmark for tourists, step on lawn, travels and visits, selling souvenirs and other items, drain tea, elevator, stargazing, planet gazing, do yoga, smoking area, connectivity,</p> | <p>No response in this question since it is a new addition to the recent survey questionnaires.</p> |

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| | fishing, kite flying, swimming, internet access, Wifi, playground, Taichi, watching fireworks, camping, photo shoot, photography, trash bins. | |
| Q6. Facilities, amenities, or buildings could be provided | Urban furnitures, sitting area, tables, etc., big lawn, sports field, open area, cycling trail or lane, sports and recreational facilities, snack shops, tuck shops, small store, restaurants, cafés, toilets, washrooms, playground, kid’s garden, kid’s facilities, gardens and greeneries, jogging track, running tracks, training tracks, swimming pool, outdoor parks, viewing area or deck, stage, stadium, amphitheatre, fitness area, gym, pet’s park and facilities, art gallery, pathways, walkways, picnic area, multipurpose square, water dispenser, cinema, soccer pitch, fountain, exhibit area, community area, green facilities, basketball court, market place, flea market, bus stations, stairs, lifts, signages, skate park, pavilion, library, dancing area, resting area, activity center for organizations, fish pond, leisure facilities, farm, bar, night clubs, car park, entertainment area, bowling alley, arts and crafts fair, pool for model boat, information center, badminton court, street performance, vending machines, zoo, environmental educational zone, ice skating field, astronomical observatory, yoga studio, ice mountain, stone field, internet access, Wifi, drain water supply, elderly facilities, football court, covered areas, shading, private housing, BBQ area, space for kite flying, sports ground, trash bins. | Playground, Square, Parks, resting area, Pet area, greens, grass, flower pots, Fountain, Seats, benches, Shelter, Landmark, Library/ reading room, Museum, Art gallery, Education centre, Entertainment Public theatre, Music, Kindergarten, Home for the aged, Toilets, Showers/Washrooms, , Drinking fountain, Electronic charger, Sport and recreation (Running area, Bicycle lane, Gym, fitness room, Skate roller park, Taichi court, Ball court, Tennis court, Jogging track, Walking trails for elderly), Food and beverage/ café, Convenience store, Solar energy building/ facility, Cars waiting area. |
| Q7. Public engagement activities recommended to enhance community | Public consultation and forum, advertising and promotions, internet and mobileapps, exhibition, competitions, talks, seminars, organize interesting activities for all | Inform the public, advertisement, Public exhibition, road show, Public consultation, Collect opinion from local community, Technical |

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| <p>and expert participation in the project:</p> | <p>ages, art and craft fair, surveys, expert's opinions, game booths, sports events, multimedia presentation, performances and cultural events, talent show, charity walk, march, rally, public opinions, workshops, conferences, lessons or courses, picnic, countdown event, mascot, film shoring, planar promotions, community banquets, promotions to tourist, increase community center capacity, vote or polling, design school project, TV program, demonstration.</p> | <p>feasibility proposals, Public tender for design alternatives, questionnaire and survey, Design competition, Educational workshop Participation in design and sustainability discussion, focus group, activities for youngsters, involve urban designer and planner, set up committee, public voting.</p> |
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Appendix 4. Top Five Reasons Identified from the Respondents for the 7 Questions (Key Stakeholders Survey 2014)

| Questions | Reasons/ Issues | Representative Statements |
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| Q1A. Green Deck project: Favorable(84%) | 1.Greenery and sustainability | ETST (B10): <i>Yes, promote sustainability</i> Hung Hom (A10): <i>promote greenery and environmental protection</i> Ho Man Tin (E11): <i>Yes. Support environmental friendly project which can make a green environment in the city.</i> |
| | 1.Improve air quality | ETST (B28): <i>Yes, improve air and congestion problem</i> Hung Hom (A27): <i>yes. Better air quality</i> Ho Man Tin (E13): <i>Yes. Provide a comfortable environment to the citizen and improve the air quality.</i> |
| | 2.More space and new facilities | ETST (C19): <i>Yes, increase public area, HK should have more green& public area</i> Hung Hom (A21): <i>Yes. More natural area, more public facilities</i> Ho Man Tin (E32): <i>Yes. Provide more space and correct the busy traffic in Hung Hom</i> |
| | 3.Space and city beautification | ETST (B17): <i>Yes,beautify the city , increase land utilisation</i> Hung Hom (A50): <i>Yes. Beautify the area</i> Ho Man Tin (D2): <i>Yes. Beautify the environment and does not affect the original use</i> |
| | 4.Rest and leisure spaces | ETST (B41): <i>Yes, have green area, improve air quality , provide leisure space</i> Hung Hom (A15): <i>Add a place for relaxation</i> Ho Man Tin (D1): <i>Yes. Provide a leisure area to PolyU visitors since PolyU doesn't have enough leisure area/green area</i> |
| Q1B. Green Deck project: Unfavorable (15%) | 1. Waste of money and resources (esp. govt. money) | ETST (C40 and C60): <i>No, waste money</i> Hung Hom (A56): <i>No. Waste government money and resource</i> Ho Man Tin (E19): <i>No. Waste of resources, not much effect</i> |
| | 2.High cost involved | ETST (B18): <i>No, high expense; no urge to build 2 hotels in proposed plan, why don't provide more land for private / public housing?</i> Hung Hom: <i>No response from this district</i> Ho Man Tin (E29): <i>No. Construction cost is too high</i> |
| | 3. Redundant with the govt. project | ETST: <i>No response from this district</i> Hung Hom (A34): <i>No. There is some greenery plan launch by the government so it is redundant</i> Ho Man Tin: <i>No response from this district</i> |
| | 4. Reduce air quality under the deck | ETST (C23): <i>No .can't really improve the air quality, the air quality under the deck is poor</i> Hung Hom (A29): <i>No. deteriorate air quality</i> Ho Man Tin (D10): <i>No. Air pollution inside the covered areas</i> |
| | 5. Not necessary | ETST (C21, C22 and C38): <i>No, not useful</i> Hung Hom: <i>No response from this district</i> Ho Man Tin: <i>No response from this district</i> |

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| <p>Q2A. Site Boundary:</p> <p>Favorable (73%)</p> | 1. Adequate | ETST (B54): <i>Yes, adequate</i> Hung Hom (A9): <i>Yes. Adequate</i> Ho Man Tin (E14): <i>Yes. which provide enough space for the usage</i> |
| | 2. Large and big enough | ETST (B36): <i>Yes, large piece of open space</i> Hung Hom (A58): <i>Yes. the coverage is broad</i> Ho Man Tin (E18): <i>Yes. Larger the area , the better of the performance of the project</i> |
| | 3. Connectivity reasons | ETST (B34): <i>Yes,good middle point to link that 3 spaces</i> Hung Hom (A49): <i>Yes. The ends of the green deck can connect to other places</i> Ho Man Tin (E2): <i>Yes. The green belt can become a central part of those districts which enhance connection.</i> |
| | 4. Can cover the road | ETST: <i>No response from this district</i> Hung Hom: <i>No response from this district</i> Ho Man Tin (D48): <i>Yes, cover the busy and noisy road</i> |
| | 5. Improve air quality | ETST (B3): <i>Yes, increase air quality by a large piece of open green belt</i> Hung Hom: <i>No response from this district</i> Ho Man Tin (E16): <i>Yes. There is a great chance for the city to improve air quality and arouse the public interest in environmental friendly issue</i> |
| <p>Q2B. Site Boundary:</p> <p>Unfavorable (22%)</p> | 1. Too big and large | ETST (C10): <i>No .can be smaller as it is no need to be that big</i> Hung Hom (A40): <i>No. The boundary for the covered area should be reduced</i> Ho Man Tin (E27): <i>Too large. The pollutants may not ventilate out from the tunnels.</i> |
| | 2. Too small and narrow; can be larger | ETST (B12, B17 and B46): <i>No, larger space is better</i> Hung Hom (A59): <i>No. Too narrow</i> Ho Man Tin (D29): <i>No. insufficient space</i> |
| | 3. Cover sunlight | ETST: <i>No response from this district</i> Hung Hom (A34): <i>No. the coverage blocks the light</i> Ho Man Tin: <i>No response from this district</i> |
| | 4. Should not cover the entrance and exit of CHT | ETST: <i>No response from this district</i> Hung Hom (A16): <i>Should not cover the entrance and exit of the Cross Harbour Tunnel</i> Ho Man Tin: <i>No response from this district</i> |
| | 5. High construction cost; hard to implement | ETST (C7): <i>No. Unrealistic</i> Hung Hom (A38): <i>No. the construction project is hard to carry out and the construction cost is high</i> Ho Man Tin: <i>No response from this district</i> |
| <p>Q3. Major issues that should be considered in the proposed project</p> | 1. Cost; financial issues | ETST (C59): <i>Cost, the money should be put in other area</i> Hung Hom (A27): <i>The cost of the project and who pay for it</i> Ho Man Tin (D25): <i>1.source of money 2.maintenance cost</i> |
| | 2. Traffic, road and transport issues | ETST (B44): <i>Traffic problem</i> Hung Hom (A11): <i>Problem regarding traffic; (A1) road diversion</i> Ho Man Tin (D5): <i>How to minimize effect on transport</i> |

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| | 3. Maintenance and management | ETST (B54): <i>Facilities management</i> Hung Hom (A17): <i>Measures to prevent the green deck from being damaged</i> Ho Man Tin (E29): <i>Management of the process</i> |
| | 4. Air pollution and air quality conditions | ETST (C20): <i>The air quality on or under the deck</i> Hung Hom (A22): <i>Air pollution</i> Ho Man Tin (D5): <i>1.noise during construction and air problem</i> |
| | 5. Environmental aspects | ETST (C14): <i>Environmental element</i> Hung Hom: <i>No response from this district</i> Ho Man Tin (E21): <i>1.Green Facilities 2.Environmental Factors</i> |
| Q4. Major impacts of the proposed Green Deck on the surrounding community | 1. Traffic, road and transport issues | ETST (B38): <i>Traffic problem (retribution the traffic/ practise the new route)</i> Hung Hom (A2): <i>Traffic congestion</i> Ho Man Tin (D5): <i>3. increase transport burden</i> |
| | 2. Improve air quality | ETST (B10): <i>Improve air quality , provide green belt</i> Hung Hom (A24): <i>Improved air quality after construction,</i> Ho Man Tin (D31): <i>1. fresher air 2. rise of living standard</i> |
| | 3. Better plan; beautify and improve the environment | ETST (B48): <i>Renew the district feature , improve the environment</i> Hung Hom (A51): <i>More beautiful view at the district</i> Ho Man Tin (D20): <i>Better quality of environment</i> |
| | 4. Air pollution during construction | ETST (C21): <i>The traffic, noise, and air problem during construction</i> Hung Hom (A11): <i>Pollution aroused from this construction project</i> Ho Man Tin (E30): <i>1.Air quality</i> |
| | 5. Green and healthy open areas | ETST (C36): <i>Increase green and public area</i> Hung Hom (A22): <i>Provide a green and healthy area</i> Ho Man Tin (D35): <i>1. more plants 2. better place to live</i> |
| Q5. User's needs of the proposed project | 1. Social interaction | ETST (C51): <i>Social interaction, leisure, walk</i> Hung Hom (A10-A13; A22): <i>social interaction</i> Ho Man Tin (D23): <i>2.social interaction</i> |
| | 2. Rest and relaxation | ETST (B42): <i>Eating, relaxing, chatting</i> Hung Hom A1;, A10 and A12): <i>Rest</i> Ho Man Tin (D44): <i>1. Relax</i> |
| | 3. Exercise; gym | ETST (C58): <i>Morning exercise,</i> Hung Hom (A16): <i>Doing exercise</i> Ho Man Tin (D45): <i>3.gym</i> |
| | 4. Play sports and other recreation | ETST (B56): <i>Play with family</i> Hung Hom (A37): <i>Doing exercise and play sports</i> Ho Man Tin (D29): <i>3.sports</i> |
| | 5. Entertainment and performances | ETST (C2): <i>Watching performances (dance, art work, etc.)</i> Hung Hom (A5): <i>for performance,</i> Ho Man Tin (D41): <i>3.entertainment</i> |
| Q6. Facilities, amenities, or buildings could be provided | 1. Urban furnitures-sitting areas, tables, etc. | ETST (B20): <i>seats and tables</i> Hung Hom (A27): <i>Tables for picnic, benches</i> Ho Man Tin (E2): <i>1. Enough chairs</i> |

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| | 2. Big lawn, sports field, open spaces | ETST (B58): <i>Lawn , Hung Hom (A13):a big lawn and field Ho Man Tin (D39):open space</i> |
| | 3. Sports and recreational facilities | ETST (B22 and B25): <i>Sport amenities Hung Hom (A48):Sports facilities, picnic areas Ho Man Tin (D4):Recreational facilities including park and seat</i> |
| | 4. Cycling trail or lane | ETST (B46): <i>Bicycle lane Hung Hom (A17):Well-planned cycling trail Ho Man Tin D24):2. cycling trail</i> |
| | 5. Restaurants and cafes | ETST (C61): <i>Restaurant Hung Hom (A55):High-class restaurants, Ho Man Tin (D51):Restaurants</i> |
| Q7. Community and experts participation activities | 1. Public consultation and forum | ETST (B47): <i>Public forum, consultation Hung Hom(A10):Consult project to the public and encourage the community to give opinion Ho Man Tin(D30):1. forum 2.public consultation</i> |
| | 2. Ads and Promo (TV, news, billboards, etc.) | ETST (B15): <i>TV advertisement, public consultation , promotion Hung Hom (A15):The government should advertise the project and produce consulting document Ho Man Tin (E11):1.Consultation day 2.Advertising manual 3. Advertisement</i> |
| | 3. Internet and MobileAPPs (WhatsApp, Facebook, Twitter, etc.) | ETST (B28): <i>Creating Apps & promotion in Facebook Hung Hom (A13):Use social platforms on the internet Ho Man Tin: No response from this district</i> |
| | 4. Exhibitions | ETST (B46): <i>Leaflet and exhibition Hung Hom (A49):Carry out exhibition, booth and forum Ho Man Tin (D49):Exhibition in shopping mall</i> |
| | 5. Competitions (design, etc.) | ETST (B5): <i>Competition held on primary or secondary school with prizes , further promotion Hung Hom (A37):Carry out competition and play micro films at the amphitheatre. Ho Man Tin (E25):Design competition</i> |

Appendix 5. Summary Minutes of the Roundtable Meeting

Date: April 29, 2014

Time: 6:30 – 8:00PM

Venue: ZN 723

Attendance:

- Dr. Esther Yung- BRE, PolyU (Presenter/ Facilitator)
- Prof. Edwin Chan - BRE, PolyU (Presenter)
- Mr. Paul Chan- Assistant Professor, Technological & Higher Education Institute of Hong Kong;
Vice President, Hong Kong Institute of Landscape Architects (HKILA)
- Ms. Karen Barretto- Honorary Secretary, Friends of the Earth
- Mr. Paul Zimmerman- Founder and Chairman, Designing Hong Kong;
Represents Society for Protection of the Harbour
- Mr. Jehan Chu- Vice Chairman, Para/Site ;
Director, Vermillion Art Collections;
Art& Space Advisor
- Jennifer Ellis- Development and Marketing Officer, Edouard Malingue
- Mr. Kin-Lai Lam- Associate Director of Facilities Management, Hong Kong University Science of Technology;
Represents Conservancy Association
- Archt. Louis Lor- Architect, Urban Design Consultant, Merryshine Architects Ltd.;
Represents Hong Kong Institute of Architects (HKIA);
Architectural Critic
- Ms. Sara Wong- Board Member, Para/Site;
Senior Lecturer - Landscape and Architecture, Hong Kong Design Institute
- Prof. Stanley Yeung- Hong Kong Polytechnic University (PolyU);
Represents Hong Kong Institute of Urban Planning

- Ms. Margaret Brooke- CEO and Surveyor, Professional Property Services Group (in ausencia)
- Mr. John Batten- President, International Association of Art Critics Hong Kong; Writer; Art, culture, and Urban Planning Critic (in ausencia)

Research Team:

- Ms. Erika Wong- Time Manager
- Ms. Schuman Lam- Transcriber
- Dr. Sheila Conejos - Transcriber

The Meeting started with the welcoming of the Roundtable Meeting participants and proceeded to the introduction of the Green Deck Project as presented by Prof. Edwin Chan. After a 10 minutes presentation, the results of the community survey were presented by Dr. Esther Yung. After presenting the survey results, Dr. Esther Yung opened the floor for discussion.

The feedback session is summarized as follows:

- Mr. Kin-Lai Lam showed he is in favor of the GDP idea, however one of the major concerns he brought up is about the project in terms of ensuring cleaner air in the area. He described that the air pollution issue in the tunnel is so serious. For him, the project is a good idea as it addresses the air pollution issue. He further states that if the air is no good then the project will be no good too. Moreover, Mr. Lam also asked how the will the project bring the people to the harbor, as for him the connectivity to the harbor front and neighborhood surroundings are very important elements to be considered for the success of the project.
- Mr. Paul Chan also shared his view regarding daylight during daytime, if there is natural light penetrating through the tunnel and under the Deck since he doesn't want to see the whole deck covering the whole underground level.
- Mr. Paul Zimmerman also pointed out that he like the idea however he stated that before going public with this proposal, a reality check must be done as soon as possible on road safety issues, the current guidelines with regards to the lanes under the closed environs so there's no crisscrossing/ weavings in the tunnel. He can foresee transport problem in the area with an enormous amount of traffic and the crisscrossing lanes. He said this is necessary before going public, as he states that a lot of people will be excited but in the end he doesn't want something could not be implemented. Another reality check that he points at is the piers for the Deck; he said it would be important to consider the engineering aspect. He emphasized that the idea has to be a realistic plan otherwise it will not appeal to the public since there will be different audiences for the project. For instance, a bus passenger may not want the project to be materialized.
- To answer the concerns of Mr. Paul Chan & Mr. Paul Zimmerman, Prof. Edwin Chan said that the Deck will be built similar to the MTR waiting platform at the bus level. Prof. Chan explained that it will be a lightweight deck and no piers will be provided. He also agrees that the most important concern of the people is the air quality. Thus, these technical aspects such as pollution, structural, daylight and traffic issues will be dealt with by other technical teams from PolyU.
- Dr. Esther Yung also remarked that these ongoing research studies by the different groups will give adequate solution for air quality and other technical questions can be answered during the planned Public Forum.
- Mr. Lam also pointed the big columns on the deck as wind catcher is an eyesore, thus he said it needs to be addressed just like an integrated exhaust.
- Moreover, Mr. Lam and Mr. Zimmerman noticed the three towers shown on the proposed plan. They suggested taking out these towers built along the harbor front since it obstructs the view of the harbor area. Mr. Zimmerman expressed that the project will be constrained by the Harbour Planning principles set by the Harbour Front Commission.

- Prof. Chan pointed out that the three towers were added in by the master plan architect to demonstrate economic feasibility at that area, and even acknowledge that these towers are actually those not located in the Green Deck area or will be built at all.
- Mr. Lam suggested that the three towers should not be shown in the master plan in order to avoid any misunderstanding when the plan is submitted to the concerned departments for approval.
- Prof. Chan said that the Green Deck project is still at its very preliminary stage for examining the possibility of the idea. When it is mature enough for plan approval, all the missing elements will be reconfirmed by the technical teams.
- Mr Louis Lor mentioned that the GDP should be a “People Place” instead of only a Green Lung. Hong Kong wants to become the 1st class world city but without a 1st class public space it does not sound right. He suggested four necessary criteria by addressing functionality of the space in order to achieve the world city goal :
 1. Transportation hub
 2. Scenery & comfortable environment–
 3. Multi-activities for social interaction (socializing environment for the public, political and economic functions)
 4. Social meaning of place – social significance
- Mr. Lor also commented that the project has the harbor view next to it and should keep the harbor front and the neighborhood surroundings (TST East-the Millennium Fountain/Hung Hom) connected to the Deck tightly in order to enhance livability in the region. For him, developing a Green Lung without plans on connecting the surrounding districts will be a failure.
- Mr Lam suggested adding different levels to the Deck in order to enhance commercial gain which the real estate developers concern the most while Mr Paul Zimmerman agreed adding levels to the Deck, but with the concern of connectivity in different levels. A smooth connectivity transition should be looked into closely.
- Mr. Lor said that the GDP needs to play a role to energize the neighborhood environment.
- Mr. Jehan Chu said that there should be an opportunity to determine the cultural meaning of space so the space should not be left redundant. For him, it would be worthwhile to understand and see what other features that could be provided to complement the different character of this project otherwise this is just another park project.
- Mr. Lor responded that the GDP is different from the West Kowloon Project because there are University, HK Museum of Art, the HK Science Museum, the HK Space Museum basically next to the Green Deck area, by connecting to those Museums, many public engagements and learning activities in Art / Culture/History, Science and Astronomy can be conducted with the existing facilities.

- Ms. Jennifer Ellis agreed and said that all these can be made into an integrative community.
- Mr. Lam agreed and remarked that the GDP cannot stand alone and needs to have a mission for adding value to its surrounding neighborhood.
- Mr. Lor answered that it is more than added value. When you go to the deck you are in contact with knowledge, education, artifact offered by these 3 institutions in the deck.
- Mr. Chu agreed and stated that the Green Deck can be an open space for organizing programs by the surrounding museums “Bringing the Museums to Outdoor”.
- Ms. Ellis mentioned that as an example, the art gallery can be a display venue for those special events like the ones she have handled as she works with different charities and one of them are about the minorities around Hong Kong. So the if there’s that sculpture garden, it can be a venue for the social art groups in the city and they can exhibit or use the area on a rotational basis. She also added that the sculpture garden can be developed and the collaboration among social/art groups + museums + universities to create an open studying& learning environment will be a unique and fresh idea. She even suggested that the knowledge about environmental concerns among a group of students is a very good way of integrating the purpose of this green deck of creating an aesthetic element.
- Prof. Edwin Chan reiterated that the GDP is still at the stage of providing an idea to the government not yet at the stage of designing the Green Deck.
- Ms. Karen Barreto mentioned about the noise problem in the area, and Prof. Chan replied that the other research teams are doing what they can to confine the noise issue in the area.
- Mr Paul Chan likes the idea of the Green Deck project. But need to consider other parties/ stakeholders, not just from the designer’s perspective. He emphasized a ‘program’ is needed for the Green Deck project which sets out the facilities to be provided. He also raised the management issue of the green Deck.
- Professor Edwin Chan expressed that the Green Deck project is still a dream project at the moment.
- Ms. Ellis stated that if Hong Kong aims to be a world class city, this gonna be it!
- Mr. Lor affirms that Hong Kong needs a world class open space, so the Green Deck project can be developed to fulfill this attribute.
- Ms. Sara Wong informed the group that the idea is very impressive as well as the idea that it comes from the community. A program can be generated at least for people using the area. The Green Deck project has a function to connect the whole neighborhood/communities. For its operations, this project should not only consider the

viewpoints from professionals but also the users: students, commercial users, local residents & other stakeholders. She also suggested that a wish list can be generated from the users in order to consider the local people's needs thereby strengthening its program for the community.

- Prof. Chan informed the group that the only gain for PolyU is an open space for students to play sports. The next stage for the project is a Public Forum in early July which will be cooperated with Communications and Public Affairs (CPA) of PolyU. It will include the public, the professionals and the report of the technical teams will be presented.
- Mr. Louis Lor suggested writing an article about the GDP, where Prof. Edwin Chan mentioned that not using PolyU name for publishing because this is a project still in the initial stage. Mr. Lor can write about it as his personal desire and not as commissioned by PolyU.
- Ms. Ellis also emphasized that the project needed public support so she asked about what's the marketing strategy for the project and stated that there should be a wide audience for the target market.
- Prof. Chan informed her that the CPA will be responsible for promoting the project scheme. A Steering Committee will be formed by PolyU which will include government officials, professionals and all the concerned parties to proceed with the project further.
- Mr. Chu again expressed that he likes the idea that no one is in charge of the project within the Steering Committee group; instead it is a community project. It is more like a community ownership project which is good for future development.
- Prof. Chan emphasized that PolyU does not want to promote the GDP as her own project. No other Bureau is able to do this and this will set as an example for collective collaboration.
- At the end, the participants suggested of investigating how the Central Water Front Project was promoted so it would be a good reference for the Green Deck project to gain her momentum for further development. Lastly all participants expressed their interest to join the upcoming Public Forum.

The meeting was adjourned at exactly 8:00 PM.

Appendix 6. Photos for the Round Table Meeting

