

CENTRAL HARBOURFRONT SITE 3

Design Principles for the Public Good



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The Urban Land Institute is a global, member-driven organisation comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

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The extraordinary impact that ULI makes on land use decision making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in about 330 cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

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Introduction

Right at the southern perimeter of the iconic Victoria Harbour in Hong Kong, Site 3 of the New Central Harbourfront will indisputably be an important landmark in the centre of Hong Kong, defining Hong Kong's waterfront for generations to come.

The proposed development of Site 3 will reinforce and define the identity of the whole waterfront and of Hong Kong. The site's location at the centre of Hong Kong Island's harbourfront will significantly activate the surrounding public activities along the harbour. It is envisioned that Site 3 will be a combination of commercial and public benefit seamlessly knitted together, encouraging public engagement, participation, and dialogue that will enhance the livelihood and interest of its surrounding communities.

While the successful tenderer will undoubtedly ensure the financial viability of Site 3, it is also essential to consider the wider social impact. The idea of serving the public interest is an extensive concept that requires collaborative effort and broad-minded consideration with focused research and consultation, in order to identify and define the true community demands.

In March 2021, ULI launched an open call for design proposals for Site 3 that focus on ideas that can serve the public interest. Based on stakeholder workshops and conversations with industry, civil society, and the public and after extensive deliberation by the jury, this report summarises 10 Design Principles for a public interest-centred approach to the development of Site 3. Examples from the open call submissions are examined and benchmarked against best practices case studies. We urge that these principles be taken into consideration by the successful tenderer, the government, and the general public.

New Central Harbourfront Site 3

New Central Harbourfront Site 3 was launched by the government for open tender from 18 December 2020 to 18 June 2021, attracting some of the most prominent developers to compete for this prime site of over 516,312 square feet. It has been a long time since Hong Kong has seen such a major land sale on this scale, with such premium views, in a central business district.

The prominent location of Site 3 is substantiated by its renowned neighbouring commercial developments that produce top revenues and rents in the region. Site 3 abuts the Hong Kong harbourfront where abundant public spaces are planned for the community, guaranteeing its visibility from all sides of Hong Kong.

A two-envelope tendering process involving design and price elements was adopted by the government to take both design and premium into consideration. Equal weighting for premium and non-premium proposals, i.e. 50:50, was adopted in this two-envelope approach. Tenders received were considered in two parts: (i) technical proposal under the non-premium submission focused on evaluating overall design and development concept, and (ii) premium offer.

A tender was only considered in the second part of premium submission if it passed the first part of the non-premium submission. Under the technical assessment, criteria for assessment put tremendous emphasis on ensuring a design and development concept with strong public interest in line with the visions set out by the government.

This approach demonstrated the government's determination to ensure that the development of Site 3 was led by a design with strong public interest over solely financial considerations.

On 3 November 2021, the government announced that the tender for Site 3 of the New Central Harbourfront (Site 3) had been awarded to Pacific Gate Development Limited (parent company: Henderson Land Development Company Limited) on a 50-year land grant. According to the Development Bureau's spokesperson, "Our vision is for Site 3 to become a new landmark for Hong Kong, setting a benchmark for people-centric design with emphases on sustainable and urban design considerations as well as integration with the surroundings. The successful tenderer's proposal is based on the idea of 'a bridge' and aims to curate a world-class iconic landmark in Hong Kong, enhance the connectivity between the hinterland and harbourfront in Central, and create a vast amount of green and public spaces. The development is expected to achieve good integration with the surrounding environment and vitalise the harbourfront area."¹

¹ <https://www.info.gov.hk/gia/general/202111/03/P2021110300605.htm?module=inline&pgtype=article>

ULI Forum for a New Central

Through dialogue and discussions, ULI has identified three key areas where the master layout plan for Site 3 could inspire comprehensive design and planning, so as to better serve the community while balancing its commercial viability and attractiveness:



Access and Connectivity

How can Site 3 be physically connected to the surrounding city, including movement, landscape, and views? Can it be genuinely convenient for all Hong Kongers to reach?



Civic Programming and Public Spaces

Beyond commercial activities, what other kinds of spaces do different stakeholder groups need to activate and enliven the waterfront?



Heritage and Culture

Can architecture and planning recognise how our society builds upon the past and strengthen an area's identity by combining the old with the new?

Focusing on these three key areas, in March 2021 ULI, together with the University of Hong Kong Faculty of Architecture, Docomomo Hong Kong, Neighbourhood Innovation Lab, and Central and Western Concern Group, issued an open call for design ideas to shape Site 3 and the surrounding areas. From this open call, we received eight submissions, ranging from architecture firms, to arts organisations, academia, and civic groups.

PLANNING STRATEGIES OPEN CALL
inspired by
NEW CENTRAL WATERFRONT SITE 3

SPARK IDEAS BY
 aona architects
 Architecture Commons
 Original Vision

HERITAGE CIVIC PROGRAM
PHYSICAL CONNECTIVITY

Site 3 of the New Central Harbourfront is slated for sale in the near future. Its strategic location in Central along the Harbourfront warrants discussions and inputs from the public; nevertheless the site is bound by physical, developmental and cultural constraints that may not be immediately clear or legible to the public, hence the first half of this exercise is to explain the parameters already put in place and the possibilities it can afford.

In March 2021, we are issuing an open call for design ideas to shape Site 3 and the surrounding areas. Taking the Planning Department's site as a starting point, we invite you to form a team and propose a plan that could make for a better, more inclusive waterfront. The best ideas will be selected by a jury—but all ideas will become part of a public archive that will be a resource to stoke the imagination of future urban thinkers, planners, designers organisers and creators.

ULI will also share the strongest ideas with the Planning Department and the greater community in a public exhibition.

Visit www.newcentral.org for more info and participate before April 24, 2021.

COLLABORATION PARTNERS

Besides the three key areas, the jury also considered the following elements in the proposals:

- Life/vibrancy
- Accessibility to all
- Public participation/engagement
- Local business/commercial viability
- Long-term stewardship/maintenance
- Local character/uniqueness
- Overall public interest

We believe no one submission can be the best or most appropriate; therefore, the open call was able to gather as many visionary proposals as possible. Our jury then handpicked some of the best ideas from the submissions and developed 10 Design Principles that will form part of a public archive as a resource to stoke the imagination of future urban thinkers, planners, designers, organisers, and creators.

We hope these 10 Design Principles will offer insights and inspirations to the successful tenderer.

10 Design Principles for Site 3

1. Ensure Inclusion and Access for All
2. Spark Life and Vibrancy through Site Activation
3. Embody Hong Kong's Societal Values and Global Identity
4. Support Local Character and Uniqueness
5. Safeguard Hong Kong's Heritage for Future Generations
6. Ensure Connectivity and Convenience
7. Use Holistic Local Planning and Integrate with Neighbours
8. Make the Site Compatible with a Sustainable Planet
9. Include Public Participation and Community Engagement
10. Plan for Long-term Stewardship and Maintenance

10 Design Principles for Site 3

1. Ensure Inclusion and Access for All

Provision of public space has been on the top of the wish list for many in Hong Kong. Although private developments have put more efforts into providing public space in high-density areas, a strong demand for more public space still exists. In some places, public spaces are provided, yet the question remains, are they truly public? Can anyone and everyone enjoy the space comfortably and easily?

To create public space that is truly accessible to all, one should take into consideration the following for the design and operation of the space to be inclusive:

Social inclusion: Removal of barriers for people to fully participate in the social and economic activities of daily life is necessary. Such barriers could include stigmatizing attitudes, beliefs, or perceptions towards one's social identity. These identities could be associated with ethnicity, race, religion, citizenship, age, or gender.

Physical inclusion: Physical access to the site must be considered to ensure that it is accessible and convenient – for people of various age groups, whether travelling to the site by foot or other means of transportation.

Economic inclusion: This will allow opportunities for not just employment but upskilling and can drive the economic activities that Hong Kong will need to transform and adapt.

KEEPING PUBLIC SPACES TRULY PUBLIC

To ensure spaces can be enjoyed by the public, we should keep public interest in mind in the early stage of design. Space should be designed to be notably welcoming and open to all, removing obstacles in access to spaces so that people can comfortably enter and move around with ease. Only with prolonged dwell time and repeated visitation will a space be able to gather a crowd and shape and enhance the character of a place.

Design will provide the framework and background, but space management should be accountable to ensure appropriate rules and

services are available to maintain access for all in the long run, eliminating boundaries and barriers.

Basic rules on the physical usage of space should be enforced, without interfering with the organic creation of activities, programmes, and happenings by the public. Some programmes should be co-creations by the public and the space management team to further encourage the use and character building of public space.



Architecture Commons

The idea behind this entry is about creating a civic space that also reflects the civic “face”. It is about engaging residents of our city to reflect on the past, present, and future of our city, and giving them the opportunity to have ownership of the space, to be able to co-create and co-manage how the civic space is used by giving people a menu of options to choose from.

2. Spark Life and Vibrancy through Site Activation

Mixed uses, both public and commercial, can attract a variety of users, expanding the possibility for different groups to interact and exchange ideas, thereby sparking vibrancy on site. Public and commercial uses should not be mutually exclusive but a balanced blend of both: a combination of the two would result in more people visiting Site 3.

The successful tenderer of Site 3 must consider complementary uses that match and correspond with the existing well-established developments and different urban functions in its surroundings. Considerate integration of Site 3's proposed uses within the existing context can ensure Site 3 will form part of the larger district programme and missions to serve the existing community and the foreseeable new community in the vicinity. Operators and organisers of these different uses could be sourced from diverse backgrounds, including start-ups, small enterprises, and social innovators. They will help curate inclusive offerings that cater to diverse groups of people – for example, different socioeconomic groups. Fulfilling this mission will draw participation of people with differing profiles to contribute to the vibrancy of Site 3, forming a round-the-clock community.

With thoughtful and dynamic design, space can be organised for more diverse use; flexibility and convertibility of space will ensure longevity and sustainability. Adaptable and multifunctional spaces will allow users to interact with the space differently, activating the space at different times of the day, fulfilling different purposes. For example, the use of pre-fabricated furniture and temporary structures can allow transformation of the space to cater to different events or activities.

The coordination of these uses can be enriched by new technologies, using social networks or platforms to gather and draw people to Site 3. For example, a designated crowd-sourcing app can be used to post event ideas. The public will have the chance to vote for their preferred events, allowing programmes to be created according to demand.

The complementary uses need not be fully experienced only on Site 3, but Site 3 can form part of a journey. For example, Site 3 could provide bike maintenance check points or bike parking for a bike path along the harbourfront. As such, Site 3 will become an integral part of the public amenities in the area, making it an active contributor to the public interest.



STRATEGIES FOR SITE ACTIVATION

The goal is to create a sense of place with activities at Site 3, which directly contribute to the enhancement of the site character, allowing people to view Site 3 as an icon of Hong Kong and the place to be.

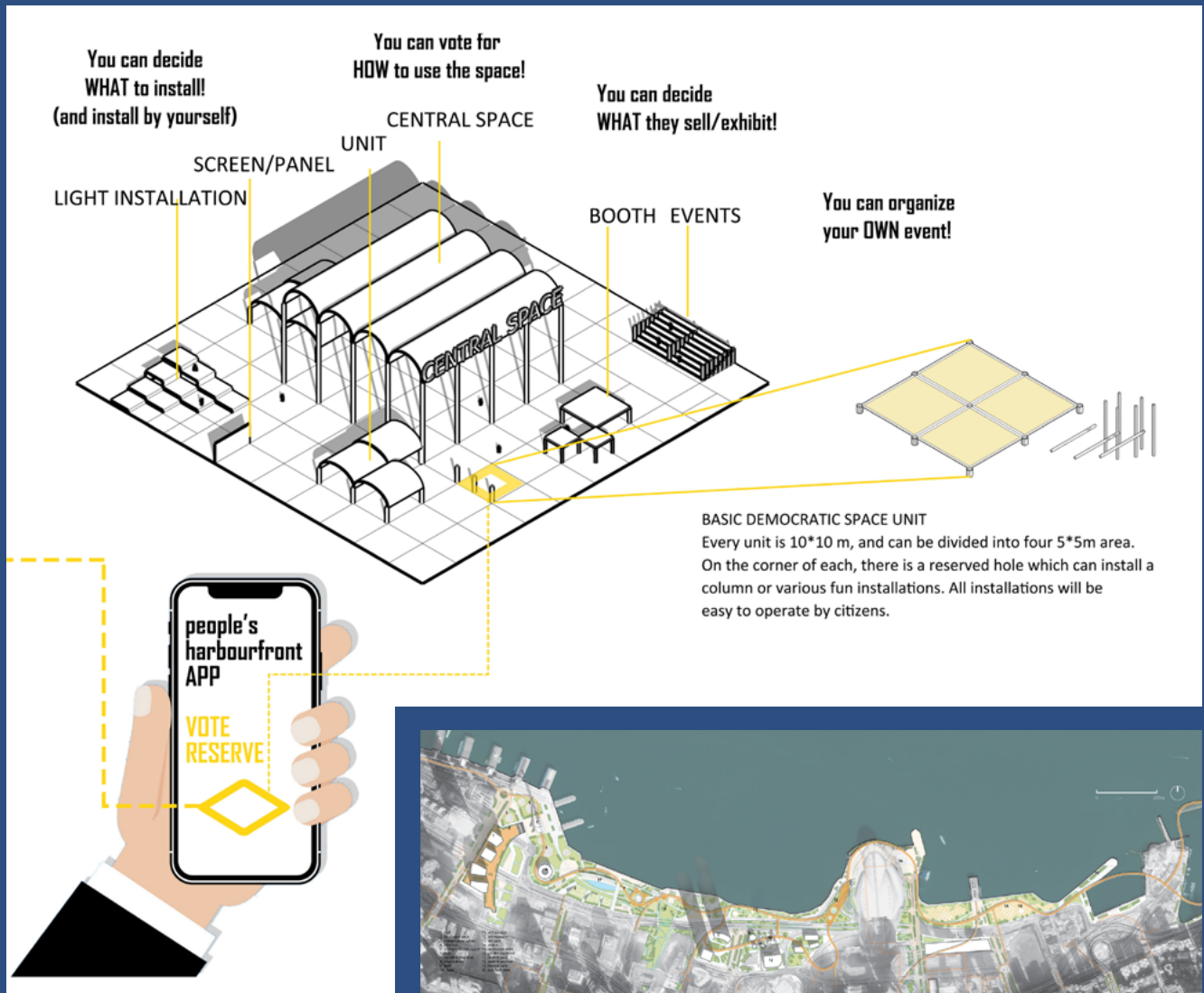
For character-building, several complementary uses can be adopted at Site 3 to extend its

activities and influences beyond the boundary down to the harbourfront area and all the way up to the Peak, covering the whole of Central. The suggestions should be a good balance of civic and commercial elements to attract and engage people to visit.

Banana Effect

To make art become part of people's daily life, this entry suggests creating an arts workshop hub that provides workshops of different genres of art on a weekly basis. Workshops will be taught by professionals and can include common disciplines like drama, dance, music, painting, and pottery. It can even extend to more arcane disciplines like lighting, puppetry, motion capture, and script writing. The goal is to lower the barrier to "the arts" to the public, welcoming people of all ages, genders, professions, backgrounds, and experience.





Zhang and Chiaradia

Instead of conventional planning which is typically “top-down”, there is an opportunity to create a horizontal public space system to give people a way to shape public space and events via the internet. Using a harbourfront app, people can have the option to create their own

space, based on modular units and installations that are easily customised. Such installations can include space units, screens, panels, booths, kiosks and light pavings, which can all be controlled electronically.

DIVERSE AND INNOVATIVE COMMERCIAL SPACES

Commercial use is a natural and essential component of Site 3. High-quality commercial spaces will complement the overall civic programme on site and fit into the broader vision of Site 3.

Commercial space in Site 3 should embody the following qualities:

Variety: Offer diverse types of spaces and footprint sizes, to accommodate a wider range of tenants and operators, generating diverse experiences for users. To ensure resilience, flexible spaces should be considered, enabling future flexibility in repurposing and repositioning space easily when facing changes or challenges.

Spatial Arrangement: Apply creative arrangements in the distribution of commercial and civic space. Rather than segregating uses, reserve space for civic or cultural programming intermixed with commercial and retail areas.

Access: Ensure existing accessibility from streets and from public transport to Site 3 and its environs will be maintained. New connections should be explored to enhance the overall integration of Site 3's commercial and civic space with the existing context.

Place-based: Respond to the context. Incorporate active street frontages to promote outward-looking activity, allow the programmes on site and off site to seamlessly blend and happen.

Sustainability: Promote and actively improve the development's energy, water, and waste management through sustainable design standards or green leases for space. Develop a vision and set goals for occupiers to engage in achieving best practice in sustainability, health and well-being, technology, design, and procurement.

Innovation: Use space as a testing ground for new commercial ideas, new programmes, and new activities. The provision and design of space should provide hardware that allows multi-purpose uses. To reduce embodied carbon, recycled and biodegradable materials, such as plant-based plastic, can be used to build the spaces.



3. Embody Hong Kong's Societal Values and Global Identity

Located between one of the world's most iconic waterfronts and skylines, Site 3 will play a leading role in shaping the city's modern image, showcasing Hong Kong's values and identity to the world.

Consider how other waterfront sites already play a part in telling Hong Kong's story, for example, the IFC, ICC, Pier No. 9, Hong Kong Convention and Exhibition Centre, Hong Kong Museum of Art, Hong Kong Cultural Centre, M+, to name a few. With its proximity to the financial heart of Hong Kong and location in Central, how can elements of Site 3 play a complementary and leading part in that story? Could we integrate arts and culture, sustainability education, and green finance and green exchanges, for example? These elements should be embraced and embodied as part of the intrinsic narratives in all the programming on site, be it commercial or civic, integrating with the existing context of Central.

We can select elements that showcase Central as a place of art and culture, sustainability education, and commerce and finance.

4. Support Local Character and Uniqueness

Hong Kong's streetscapes and local character have been uniquely shaped by both western and eastern influences. Some unique local characteristics can still be seen around Central such as the shoe shiners around Theatre Lane, the pawn shops, and the open-air food stalls along Stanley Street. These are the collective memories of many locals, and they are disappearing quickly. Site 3 could potentially incorporate these elements into its design and use proposed commercial curations as a memento of Hong Kong's streetscapes.

5. Safeguard Hong Kong's Heritage for Future Generations

Heritage buildings are an important community asset and have a positive influence on how a city is developed. Within the past 10 years, a number of heritage buildings such as Tai Kwun, PMQ, and Central Market have been revitalized and transformed into hubs that promote local artisans and brands. The commercial component comprises local businesses that promote traditional food items, local fresh produce, or arts and crafts in Hong Kong. Their civic programme engages local non-profit organizations to curate activities that would benefit visitors, ranging from education programmes to live participatory events that promote local culture.

In and around Site 3, there are three elements of Hong Kong history:

The Hong Kong Maritime Museum – offers a glimpse into the maritime heritage of Hong Kong and China. Abutting the current shoreline, Site 3 presents opportunities to collaborate with the museum to highlight the maritime legacy of Hong Kong and the role it played in regional commerce and trade.

The Star Ferry Clock Tower – was demolished in 2006 together with the then Queen's Pier. It is proposed under the tender document that the Star Ferry Clock Tower will be reconstructed at its original location, reminding visitors where the shoreline once was.

The General Post Office (GPO) – was inaugurated in 1976, and the GPO building is a remnant of the old waterfront before reclamation was done in the 2000s, when the movement of mail for the entire city relied on maritime transportation. Architecturally, it possesses unique features that adapted to the functionality of the building. For example, the sheltered berth at the basement of the building was where the mail ships used to dock. Appropriate adaptive use of this building could enhance the character of the precinct and preserve this part of Hong Kong's history.

ADAPTIVE USE FOR ACTIVATION

Safeguarding heritage not only means protecting cultural heritage resources, but also adapting them for appropriate modern-day uses. Preserving an old building is one option, but other possible adaptive uses could be considered.

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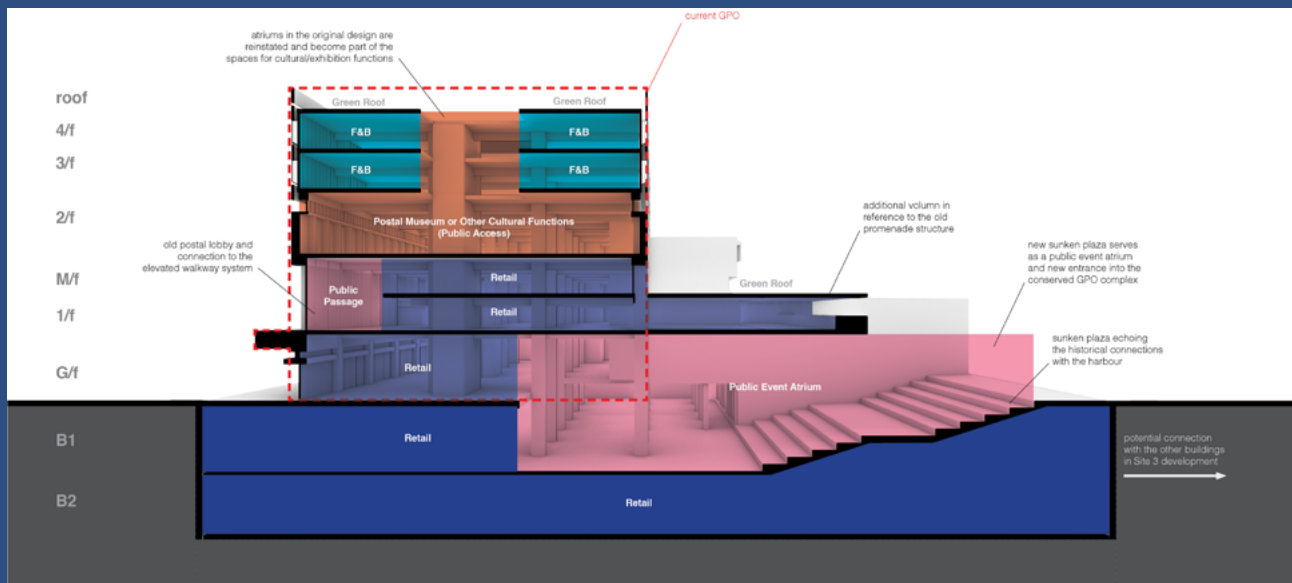
Finn Chan and Samuel Tam

This entry aims to re-anchor the GPO, and its respective civic realm, into the heart of Site 3 without compromising the topical and commercial needs. In this reimagining of the GPO, the existing mail services, such as counters and mail boxes, are kept. Redundant spaces can be converted to a postal museum presenting Hong Kong's unique postal history and crucial to the identity of the area. A commercial block is added on top of the original GPO edifice – the idea being to push commercial functions upward so that public functions can still be in direct contact with the ground.



CONTINUING THE STORY OF THE WATERFRONT

The evolving waterfront has been the key witness to the development of Hong Kong; waves of reclamation have reflected the economic needs of the city. While the original shoreline can no longer be seen, it is important to re-trace and remember where the development of this land began.



aona architects

After the reclamation was done in the 2000s, the GPO lost its “private” loading dock and direct connection with the harbour. Using this context as reference, one idea is to add a sunken plaza in front of the GPO which will reflect its former connection with the harbour, as well as provide a new public event space and a new perspective on the building.



6. Ensure Connectivity and Convenience

Connectivity can be explored at many levels, be it the overall design appearance of the proposed building blocks on site and its surrounding landscape design, or the physical connections such as transportation and footbridge networks, or the virtual connections such as on-site 5G and its software programme.

Design Appearance – Visual connectivity should not be obstructed so that a waterfront view of Hong Kong is preserved. Visual connectivity can be ensured through careful consideration of different building forms, building mass, building height, and façade design. The proposed building blocks should act as a gradual transition between the Peak and the existing high-rises, all the way down to the waterfront, ensuring a well-balanced design and a complementary appearance within the existing urban context.

The arrangement of these building blocks must respect existing visual corridors, taking into account the visual connection from south to north as well as between east and west. The government has also required under the tender document that the design proposal preserve existing visual connections, through building height control and an air ventilation requirement to reduce the risk of a wall effect. In the tender document, the government required a continuous landscaped deck, spanning above Lung Wo Road and Yiu Sing Street and stretching along the north-south direction of Site 3. The uncovered landscaped deck will provide a visual corridor from the south (HSBC Main Building and Statue Square) up to the north (the waterfront).

Besides the landscaped deck, the design of some “urban windows” to the façade design and physically breaking down the building blocks into smaller masses could allow for visual connection and air ventilation.

Landscape Design – Thoughtful horizontal and vertical landscape design that connects well with the surroundings and makes the space more welcoming will encourage the public to spend time and engage with the space. The landscape design should integrate naturally with the existing Central skyline, echoing the greenery of the Peak and connecting with the waterfront. Landscape design to pair with appropriate street furniture or art installations can encourage the public to organically gather and interact in the space.

Physical Connections: Pedestrian and Vehicular – The elevated footbridge network in Central has a long history that connects commercial buildings of different owners in the area, together with the Central to Mid-Levels escalators extending the pedestrian networks up to the residential areas in the Mid-Levels.

Looking beyond the elevated footbridge, underground tunnels could be introduced on various vertical and horizontal levels. Physical accesses and connections could be designed in a variety of decking, terracing, levels, landscaping and greenings, creating a more interesting interaction between Site 3 and its surrounding developments and the waterfront. The incorporation of pedestrian-friendly streetscapes and street furniture along the pedestrian connections could also enhance accessibility by foot.

To enhance vehicular access to the site through various means, such as buses, trams, and private cars, access roads should be designed to be conveniently accessed while avoiding traffic bottlenecks and maximising access for public transportation, thus enabling visitors to easily connect across districts.

ENSURING CONNECTIVITY AND CONVENIENCE



Urban Design & Planning Consultants Limited (UDP International)

This design concept is called “Harbour Link”, emphasising Site 3’s integral role by becoming a key connector from the hinterland to the harbourfront, IFC to the west, and Tamar to the east. Harbour Link’s terraced development with multi-level open spaces including extensive ground-level open space are the elements highlighting the importance of access and connectivity within the site and surrounding areas. Biophilic design is incorporated by using native plants throughout, emphasising the connection with nature. It also offers natural ventilation, lighting, landscape features like atriums, green roofs, and vertical greening to make an environment that reduces energy consumption as well as contributing to people’s well-being.





Architecture Commons

This entry wishes to strengthen the access from Central's business district to the waterfront, providing multiple levels of access. All the building massing was pushed towards the west side, and reserves the east side for a civic landscape. They have kept the GPO and Star Ferry Clock Tower for adaptive use, connecting heritage to new kinds of functions. The waterfront promenade would also be extended into this civic landscape, allowing for a continuation of public spaces. On weekends, adjacent streets would be converted into pedestrianized zones, to blur the boundaries of the site and make it into an even bigger civic landscape.

Virtual Connectivity – Besides the physical connectivity that would encourage the public's visitation of Site 3, the implementation of virtual connectivity through mobile applications and a smart building platform running in the background of the development can drive both public participation and engagement.

Mobile applications can be used to connect visitors both on site and off site. The mobile application can provide information to visitors, and it can also gather information from visitors. For example, a proprietary Site 3 mobile app can be used to push new events or happenings around the area and within Site 3 to encourage public participation. The app can be used to seek interest from users on what type of events they would like to see more or less in the area, contributing to the site programming and catering to the ever-changing requirements of the visitors.

A smart building platform will connect the hardware on site with the soft requirement of the visitors and users. A smart building platform could enhance data collection, site management, and hazard prevention. The enabling of internet of things (IoT) devices around the site would allow data gathering on how visitors interact with the building or with the environment. The data collected will be used to enhance the predictive and preventive property management and maintenance of the development and in public space. Moreover, the utilisation of space could be carefully analysed to enhance future programming and spatial arrangement that could allow us to dynamically change the use of space in some public areas, increasing utilisation and enhancing user satisfaction.

7. Use Holistic Local Planning and Integrate with Neighbours

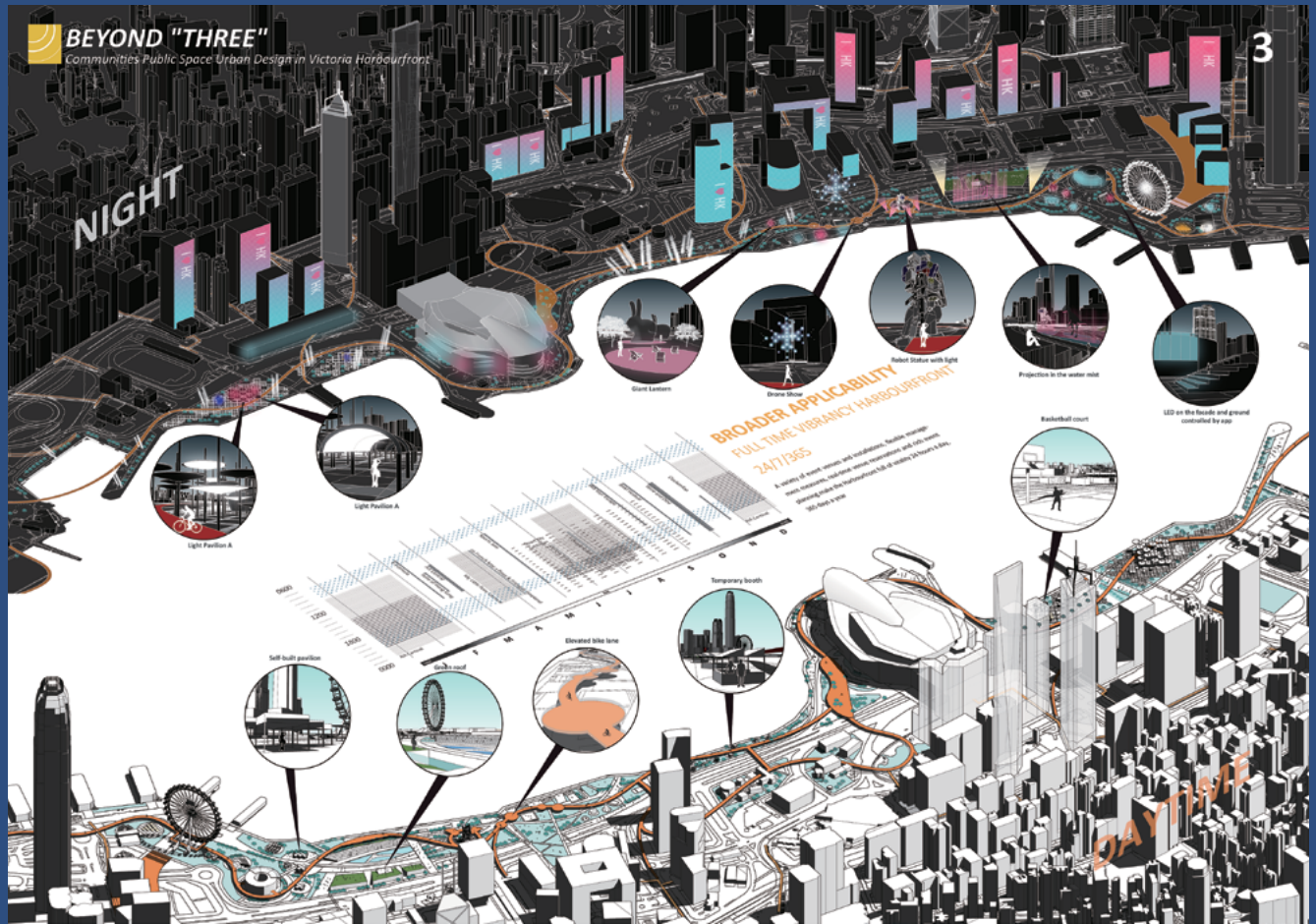
The prominent location of Site 3 mandates the successful tenderer take into consideration the neighbouring institutions, skyline, and community functions. The integration can be accomplished spatially and through collaborative programming to link activities in the Central area.

Spatially, the proposed design of Site 3 must be complementary to the existing context and would enhance the overall experience in Central, making this space truly a place for everyone to enjoy. Open space and suitable building heights should be included in the design to accentuate the famous skyline of Hong Kong. Site 3 could be a focal point that attracts and gathers different people to share and explore new ideas and passions.

Unlike other heritage sites in Central that might be subject to certain limitations in their development forms due to conservation requirements, Site 3 enjoys more flexibility, allowing the opportunity to become a natural hub and reimagine a new space to accommodate today's community requirements.

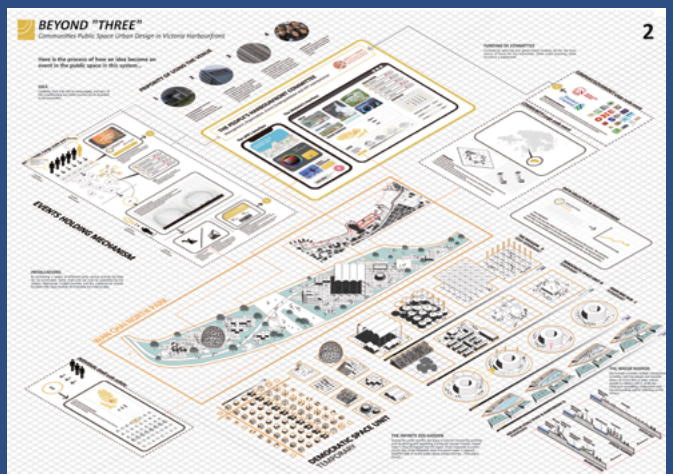
Planning should expand beyond Site 3 and include the whole Central area including the Peak and the entire waterfront on Hong Kong Island. Multimodal activities can be hosted in collaboration with the Maritime Museum, to enable visitors to learn about the history of Hong Kong maritime development. To promote Hong Kong's heritage, traditional events can also be held near the waterfront adjacent to Site 3, such as dragon boat races.

HOLISTIC LOCAL PLANNING AND INTEGRATIONS



Zhang and Chiaradia

This entry envisions a revised placemaking process, where more public participation is included in the event planning phase, making it a self-organized and flexible public space, thus enhancing the civic spirit. This entry also proposes a broader view of the harbourfront, from Central to Wan Chai North, making it a complete and continuous open space sequence.





Hong Kong Maritime Museum

The Hong Kong Maritime Museum (HKMM) is located at Central Pier 8, and its mission is to be the Hong Kong-based centre of excellence for exploring local and regional maritime interests. With the upcoming new Swire Marine Discovery Centre due to open in 2022, there is an opportunity to create, together with Site 3, a new maritime plaza between Site 3 and Pier 8, with the anchor of the Seawise Giant as its centerpiece.

The activation of the Hong Kong waterfront can use Site 3 as a focal point in organising events that would utilise every part of the waterfront. For example, round-the-island cycling, running or sailing competitions could be held starting at Site 3. The event could attract participation from the local residents and international visitors, as promoting diversity and supporting the development of sports in Hong Kong.

8. Make the Site Compatible with a Sustainable Planet

Hong Kong has committed to a net-zero goal by 2050 and from now until then a lot needs to be done to decarbonise and make our city more resilient.

With reference to the *Hong Kong Smart Green Building Design Best Practice Guidebook* by the Hong Kong Green Building Council, here are six solutions that could allow Site 3 to be part of the decarbonisation movement for Hong Kong.

Energy – Developments could actively adopt renewable energy technology, such as solar technology or micro-wind turbines, generating clean electricity to support the grid or to be stored in the energy storage system. Encourage reduction and smart management of electricity usage by installing high-performance chillers and refrigerants or automated fault detection systems to monitor energy consumption and performance.

Waste – To support and push forward the government waste reduction policy, developments should actively recycle and encourage stakeholders on site to reduce waste. Buildings or public space could design with automatic waste collection and separation system which makes it easier for people to recycle and reduce the environmental impacts of waste management.

Mobility – Prioritise the arrival experience of low-emission public transport such as MTR over private vehicles to encourage people to use public transportation. Electric vehicle (EV) charging stations should be made easily accessible. Promote pedestrianisation by providing bike parking and shower facilities to accommodate people who arrive on site by walking, running, or cycling.

Building Efficiency – Deploy IoT technology to connect different systems, such as smart irrigation, or integrated facility management systems in buildings to monitor building sustainability performance, creating an automated responsive building system that could give feedback, control usage, and limit wastage.

Lifestyle and Consumption – Site 3 should engage retailers or food and beverage operators with sustainable business models that centre around the circular economy and sustainable sourcing to educate consumers and visitors to gradually shift to more conscious consumption. When building or fitting out space, use of sustainable and low carbon materials should be encouraged and the reuse of old material or previous fits should be promoted in order to reduce waste.

Nature-based Solutions – Use green roofs and green walls to moderate high temperatures and reduce building energy consumption. They also lower heat accumulation and improve the microclimate, making the surrounding space more pleasant for visitors.

The United Nations Sustainable Development Goals (UN SDGs) have identified 17 inter-related areas that require multidisciplinary collaboration. These goals should also be part of the considerations for the successful tenderer of Site 3 in designing the space. Site 3 with its significant positioning and footprint can be the region's leading example in showcasing best practices in incorporating the UN SDGs in building design, as well as in post-construction and operation.

SDG 3 Good Health and Well-Being

By improving the lighting, thermal conditions, and air quality of the users' and visitors' environment, we could ensure the well-being and health of people. Use artificial lighting and biophilic design to reduce users' stress level and improve air quality.

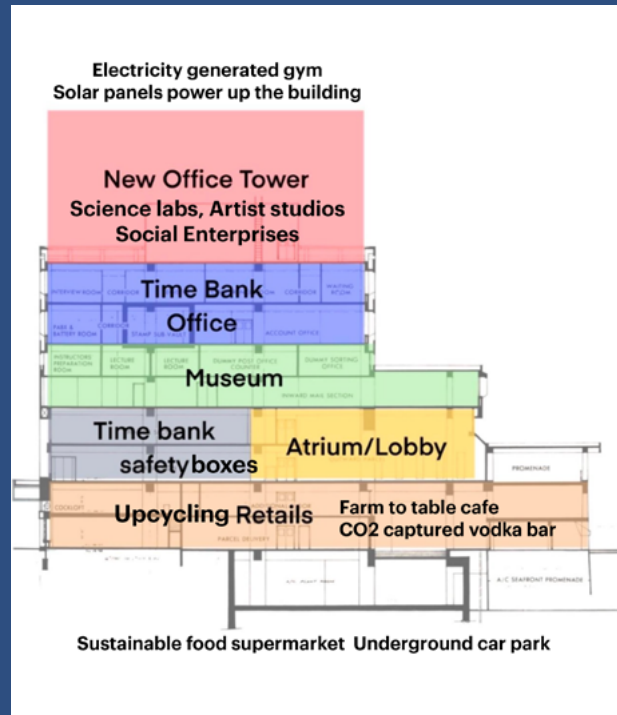
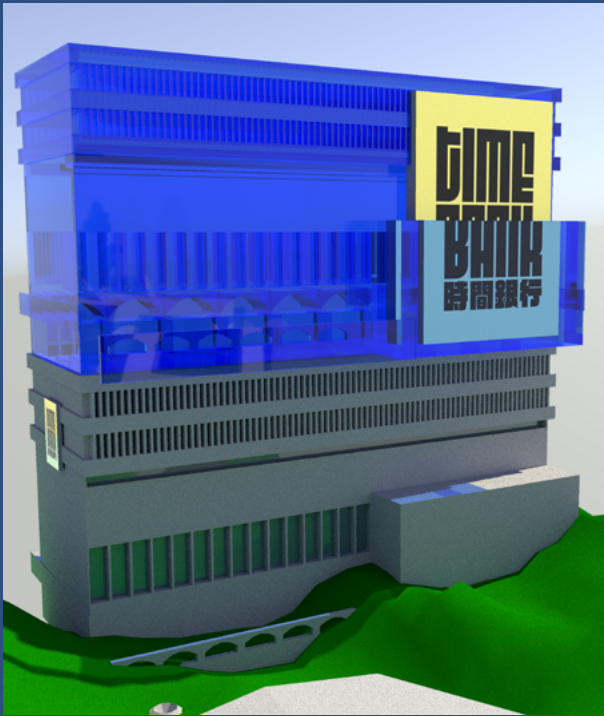
SDG 12 Responsible Consumption and Production

A circular economy approach can be adopted. The life cycle of products on site can be further extended through reuse, recycling, and repair. Recruit retailers or food and beverage operators that promote responsible and conscious consumption to raise awareness and to educate visitors.

SDG 13 Climate Action

Green and smart building technology and IoT devices can be embedded in the development to be used in operations. The network of data sharing will help enhance building performance in terms of energy efficiency and water efficiency.

MAKE THE SITE COMPATIBLE WITH A SUSTAINABLE PLANET



Time Bank

This concept is about curating a “Time Lab Museum”, featuring a postal gallery which archives letters from Hong Kong’s past, helping people understand how we evolved from a fishing village to an international financial centre, and inspiring us to value our heritage and to imagine a better future. Working together with the Maritime Museum, a knowledge commons can be created to remember our maritime history, and raise awareness of marine-related issues, such as plastic pollution, rising sea levels, and how to invest in a Blue Economy.

Inspired by the idea of circular economy, this entry suggests providing upcycled retail, i.e. retail that focuses on extending the life cycle of products and reducing their carbon footprint, for example a bar that serves vodka made of carbon dioxide, clothing made from plastic waste, farm-to-table and sustainable seafood restaurants, or gyms that can generate electricity to supply back to the grid. The idea is that people from various disciplines, for example cultural workers, environmental scientists, digital communication experts, can collaborate to produce innovative decarbonised products.

Sustainability will be embedded in every development life cycle naturally, starting from planning and building design, to material sourcing, to construction method, and later the maintenance and management of the completed development. Site 3 can be the testing ground to pilot green design and features.

The building sector is a major source of greenhouse gases and now generates over 60 percent of Hong Kong's carbon emissions due to electricity consumption. This does not include the carbon footprints building left behind during the construction period, including material use and construction works.

To decarbonise the building industry, developments need to benchmark international best practice and other established sustainable building standards. In Hong Kong, the Hong Kong Green Building Council (HKGBC) has been promoting green and sustainable building practices for many years. Their BEAM Plus assessment allows owners to demonstrate their commitment to sustainable development and building sustainability performance for new and existing buildings, interior, and neighbourhood, covering the whole life cycle of buildings. HKGBC also provides practical design and operation guidelines to practitioners as an inspiration for green design and features, referencing local and overseas best practice case studies.

Regular education sessions and public outreach can be hosted on site in collaboration other organisations to promote a collective sustainable vision of Hong Kong. Ongoing consultations and engagement forums should be held with interested stakeholders to continue to involve and gather input in enhancing the promotion of sustainability. The developer can also partner with tenants and operators on site, encouraging them to actively improve and challenge their sustainability goals. Incentives could be provided to those who achieve certain sustainability standards.

9. Include Public Participation and Community Engagement

Public participation and community engagement should always be present and an ongoing exercise for the construction and operation of a sustainable development. Starting from the design process, involvement of the public is crucial to ensure the site is designed to be able to satisfy and be suitable for most people, answering to the needs of the community. Properly structured engagement processes must be implemented to lead the public consultations to achieve productive conversations and extract key demands that contribute to the general design and use direction of the proposed development. The whole process is a collaborative event that drives at co-creation, instead of imposing design on space from limited perspectives.

With space being designed from a more multi-functional basis, the design process of space will not end at the completion of the construction. Instead, space will continue to transform to accommodate the changing needs of its users and visitors. The activation of space relies on how the public engages and interacts with it. To understand the demand and requirement, regular community engagements or open call with the neighbouring community stakeholders or organisations should be arranged to refresh on the purpose and functions of the space, optimising the utilisation and satisfaction created.

CIVIC INCUBATOR 共享空間放題

A PROCESS THAT ENGAGE CITIZENS 與市民對話的過程



OUR DESIGN CENTRES AROUND THE OPPORTUNITY TO CREATE OWNERSHIP AND CHOICES FOR CITIZENS OF OUR CITY, NOT ONLY ABOUT THE PROCESS TO ENGAGE AND INFLUENCE THE OUTCOME, BUT ALSO AN OPPORTUNITY TO CO-CREATE AND CO-MANAGE WHAT COMES OUT OF IT. THE NEW CENTRAL WATERFRONT SHOULD BE A PLACE TO HOUSE A DIVERSITY OF CIVIC SPACES FOR ALL KINDS OF CITIZENS IN OUR CITY FOR ALL KINDS OF ACTIVITIES. HOW MIGHT WE TURN THIS AS AN OPPORTUNITY TO CULTIVATE CITIZENSHIP AND RECONNECT PEOPLE TOGETHER AS A CITY?

我們的設計圍繞著為市民製造擁有權和選擇的機會，公眾不僅可以參與營造過程並影響結果，更涉共同創造和共同管理的機會，新中環海濱應該成為一個為市民提供多元化活動的地方，我們該如何把握機會讓這個空間培養市民的歸屬感，並牽連人與人之間作為一個城市的互相連結？

OUR SUGGESTED DESIGN PROCESS FOR THE PROJECT.
我們建議的設計流程：

AWARENESS 公眾認知



POSITIONING THE "CIVIC INCUBATOR" AS A PLACE TO CONNECT THE PAST, PRESENT AND FUTURE OF THE CITY AS AN ONGOING DIALOGUE. WE USE CIVIC SPACES TO BRING THE AWARENESS OF CITIZENS ON WHAT IS THE "CIVIC FACE" FOR THE CITY.

我們將「共享空間放題」定位為城市的過去、現在和未來，成為進行共同對話的地方。我們透過共享空間來提高市民對城市內「公民面向」的認知。

PARTICIPATION 公眾參與



INCLUDE A PERIOD OF PUBLIC CONSULTATION OF WHAT DOF'S CIVIC SPACES AND PROGRAM MEAN TO THEM AND REFLECT THEM IN THE DEVELOPMENT OF THE PROJECT, INCLUDING LEASING STRATEGY AND THE PROVISION OF SPECIFIC CIVIC PROGRAMS.

我們透過公眾諮詢程序了解共享空間和共享活動對市民的意思，並將其反映在項目的發展中，當中包括租賃策略和特定共享活動的定位。

CO-MANAGEMENT 共同管理



SELECT PARTICULAR CIVIC PROGRAMS TO ENGAGE IMPORTANT STAKEHOLDERS AS CO-MANAGE PARTICIPANTS. FOR EXAMPLE, HOW MIGHT WE INCLUDE MINORITY GROUPS; ALLOW FOR THEIR IDEAS TO COME TO FRUITION IN SOME WAYS TO SHOW THAT PARTH PATION DOF'S RESULT IN TANGIBLE OUTCOME.

選擇特定的共享活動與吸引重要持份者作為共同管理空間的參與者，例如如何讓少數族裔融入，讓他們的想法在共享空間實現，展現他們的參與會帶來切實的成果。

CO-LEAD 共同引領



BUILD-IN A PROTOTYPE PERIOD AS A WAY TO CO-LEAD SUCH DEVELOPMENT OF NEW IDEAS. CREATE FEEDBACK LOOPS AS DIALOGUES AND DISCUSSIONS WITH CO-LEADERSHIP OF IMPORTANT COMMUNITY STAKEHOLDERS.

建立一個原型階段，作為共同引領新發展計劃的工具，與社區持份者共同建立共享空間的回饋，作為對話和討論的條件。

- STREET POLLING
街頭投票
- 1-1 INTERVIEWS
1-1 訪談
- FOCUS GROUPS
專題小組
- NEIGHBOURHOOD SURVEYS
街坊調查
- AWARENESS CAMPAIGNS
宣傳活動

CIVIC ENGAGEMENT
公眾參與



CIVIC SPACE
EXPERIMENTATIONS
共享空間實驗

- IDEATION
共同想像
- PROTOTYPES
原型製作
- SOFT LAUNCHES
軟啟動
- FEEDBACK LOOP
反饋
- CO-MANAGEMENT
共同管理

Architecture Commons

Can Site 3 be viewed as an opportunity to create a "civic incubator"? How can we create a process that allows the public to be involved in co-creation and co-management? Through street polling, one-on-one interviews, focus groups, neighbourhood surveys, and awareness campaigns, we can build and increase civic engagement. Through ideation, prototypes, soft launches, and feedback loops, we can enable co-management of a new kind of civic space in Hong Kong.

PUBLIC PARTICIPATION IN THE TWO-ENVELOPE EVALUATION PROCESS

The planning of Site 3 has been a long process, kick-started by the Planning Department who had published the planning brief of the site in 2017. The planning brief was the product of numerous consultations with relevant stakeholders in the community. It created a framework and basic vision of Site 3.

To encourage tenderers to incorporate public participation in their submission, the assessment of tenders could reward those designs which have carried out meaningful public consultation and showing how public opinions have influenced the design proposal. The submissions could embrace a process of civic feedback and design, where open dialogues and discussion are held with community stakeholders to co-lead the design and development of the site.

10. Plan for Long-term Stewardship and Maintenance

Project success is not just the design and construction of the site; long-term stewardship and maintenance will be key to achieve sustainable success and to carry out the site's purpose to serve the community.

Under the tender document, the successful tenderer will have responsibility for maintenance and upkeep of the site. In terms of stewardship, instead of single-handedly planning and curating the programme on site, the tenderer could engage with community partners to commit to ongoing programme curations. Forming a committee of participants with diverse backgrounds should allow the committee to target fulfillment of the different demands arising from their respective backgrounds, to ensure the proposed programmes are inclusive and suitable for as many people as possible. The proposed events should not only be for local interest but would attract people from all around the world.

Surrounded by some of the most iconic landmarks in Hong Kong, Site 3 presents great opportunities to collaborate in events with other heritage sites or prominent commercial developments nearby. The collaboration will promote Central as a district but also promote Hong Kong as a metropolitan city, making Site 3 one of the major icons of Hong Kong.

Conclusion – The Way Forward

These 10 Design Principles for the Public Interest for Central Harbourfront Site 3 are intended to offer insights and inspirations to the winning tenderer, the government, and the general public. The principles promote the creation of space with the public interest in mind, ensuring Site 3 will be well integrated in the existing urban context of Central.

The 10 Design Principles are not only applicable for Site 3 in Hong Kong, but could also be used as a reference for future developments in any coastal city. We believe that only if space is created and operated with the public interest in mind, can it bring true value to the city and its community.

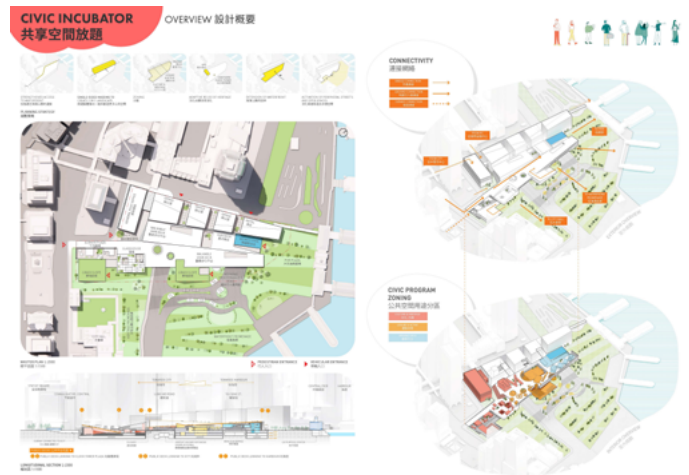


Appendix: Received Submissions for the Open Call



aona architects

Established in 2016, aona architects is an architectural practice led by Charles Lai and Ricky Suen. The practice seeks to challenge conventional approaches to architectural design by paying attention to history and historicity, material and materiality, as well as details and tectonics. The practice places its focus on research, curatorial, exhibition design, installation design, and heritage consultancy services.



Architecture Commons

We are Architecture Commons; we believe in creating architecture and ideas that can bring cohesion to a diversity of audiences. We have done various projects that link research, community engagement, and design prototypes to building implementation that reflects the participation process. Our team is composed of architects, urban designers, design thinkers, business professionals, storytellers and many more. We aim at connecting research, design thinking, and placemaking into designs that can be implemented across multiple scales.



Banana Effect

Banana Effect was founded by a group of energetic young artists. Most of us have studied abroad in different art fields. We have also experienced various different cultures. Therefore, we are adventurous and innovative.

Banana Effect applied ourselves on introducing Immersive Game Theatre. Wishing more and more people can learn about this latest form of theatre and finding the possibilities of merging it with Hong Kong culture to make it become ours, we aimed at creating an art piece that can provide an experience exceeding our visual and auditory sensations.



Finn Chan & Samuel Tam

Finn & Sam are architecture graduates of the University of Hong Kong. The proposal is taken from their year 3 studio project under the theme of "Rethinking Edinburgh Place", supervised by Ying Zhou, Assistant Professor at the Department of Architecture in HKU.



Hong Kong Maritime Museum

The HKMM is located at Central Pier 8, and its mission is to chronicle, analyse, and communicate knowledge about the oceans and their dynamic relationship with the past, present, and future of Hong Kong, mainland China, and the world. With the upcoming new Swire Marine Discovery Centre due to open in 2022, there is an opportunity to create, together with Site 3, a new maritime plaza between Site 3 and Pier 8, with the anchor of the Seawise Giant as its centerpiece.



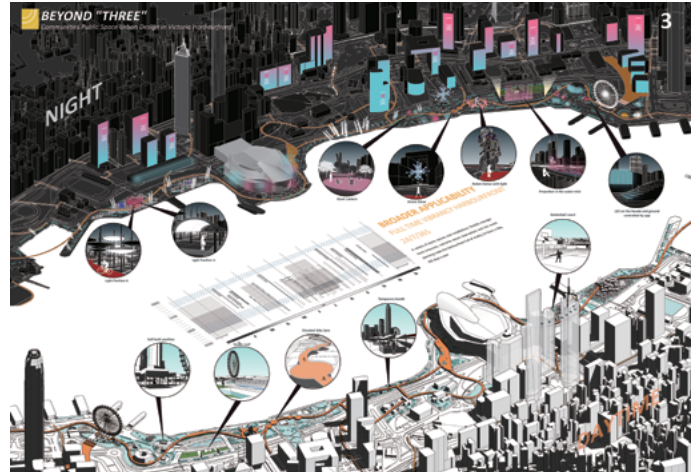
Time Bank

The Time Bank Collective is a six-month multidisciplinary creative research project led by artist Amy Cheung. Workshops had been set up to learn, brainstorm, explore ways in which to achieve the UN’s sustainable development goals (SDGs) through the construct of a time bank. What are the operational procedures and compliance of time credits, block-chain of kindness, happiness indexes, community well-being insurance policies and how to motivate different stakeholders in our society to invest time towards climate actions?

We proposed to convert the General Post Office into Time Bank for Planetary Sustainability as a future landmark to reposition and fully utilize Hong Kong’s strategic potential to become Asia’s most progressive green financial hub.

The mission and vision of Site 3 will attract committed innovative social entrepreneurs, green investors, environmental researchers and scholars, scientists, artists, information and technological experts to co-produce knowledge, experiment with our civil society and the general public at large in catalysing the most relevant “green-at-heart” products, services, and entertainments to reset our prosumer transaction into a robust and healthy ecosystem.

Amos Cheng, Jeffrey Kwong, Carl Ng, Hollis Au, Tara Tang, Ray Chan, and Sam Lam have made significant contributions to the creation of the Site 3 Time Bank design concepts: drawings completed in collaboration with Erkkka Nissinen.



Urban Design & Planning Consultants Limited (UDP International)

UDP International is a global planning and design boutique firm based in Hong Kong since 1994, with representative offices in Hyderabad, India, and San Francisco, US. By aligning development goals with stakeholder requirements and award-winning design and planning services, we create win-win scenarios that unlock long-term physical, environmental, social, and economic sustainability. UDP International was founded by Dr. Sujata S. Govada, CEO and Managing Director, who has been instrumental in offering our award-winning practice. UDP International has received over 15 major planning and design awards, having worked on projects in Hong Kong, China, the Philippines, the United States, and India. UDP International is innovative by design, and we use a collaborative and placemaking approach to deliver our creative design and planning solutions to our public sector, private sector, institutional, and NGO clients. We continue to strive to shape better cities and communities through context-sensitive and creative solutions to ensure smart and sustainable cities and communities that are walkable, liveable, and resilient (www.udpcltd.com).

Zhang & Chiaradia

The concept is inspired by the most advanced technology and a very old art of public choice governance studied by the first woman Nobel Memorial Prize in Economic Sciences, Elinor Ostrom. An app deploys decentralised autonomous organisation, enabled by blockchain, recognised by high-level authorities, to co-design and organise events in the park beyond Site 3 by all the communities in Hong Kong: a transparent vernacular governance of public space as a common pool resources management. The concept combines the most advanced with a spirit of human-centred tradition, making a new effort, with the help of our imagination to turn the struggle of technology into enabling both a profusion of design ideas and their realisation.

Songyang Zhang graduated with distinction from the University of Hong Kong, Master of Urban Design. Currently he is an urban designer at the Guangzhou Planning Institute.

Alain Chiaradia is Associate Professor of Practice, Deputy Head at the Department of Urban Planning and Design, Programme Director Master of Urban Design, and design thesis supervisor at HKU.



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