

AN ADVISORY SERVICES PANEL REPORT

# Hong Kong Harbour



**Urban Land  
Institute**

# Hong Kong Harbour

**A Strategy for Regeneration**

5–6 October 2005  
An Advisory Services Panel Report

ULI—the Urban Land Institute  
1025 Thomas Jefferson Street, N.W.  
Suite 500 West  
Washington, D.C. 20007-5201 U.S.A.

# About ULI—the Urban Land Institute

---

**U**LI—the Urban Land Institute is a non-profit education and research institute that is supported by its members. Its mission is to provide responsible leadership in the use of land to enhance the total environment. ULI sponsors education programmes and forums to encourage an open, international exchange of ideas and sharing of experiences; initiates research that anticipates emerging land use trends and issues and documents best practises; proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development. Established in 1936, ULI has more than 28,000 members in 80 countries representing the entire spectrum of the land use and development disciplines.

Richard M. Rosan  
*President*

©2006 by ULI—the Urban Land Institute  
1025 Thomas Jefferson Street, N.W.  
Suite 500 West  
Washington, D.C. 20007-5201 U.S.A.

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

# About ULI Advisory Services

---

**T**he goal of ULI's Advisory Services Programme is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programmes, and policies. Since 1947, this programme has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalisation, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organisations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for panel assignment is intensive, including an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and recommendations to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the programme is ULI's unique ability to draw on the knowledge and

expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

## ULI Program Staff

Rachelle L. Levitt  
Executive Vice President, Policy and Practise

Mary Beth Corrigan  
Vice President, Advisory Services and  
Policy Programmes

Nicholas Gabel  
Associate, Advisory Services

Carmen McCormick  
Panel Coordinator, Advisory Services

Nancy H. Stewart  
Director, Book Program

Laura Glassman  
Publications Professionals, LLC  
Manuscript Editor

Betsy VanBuskirk  
Art Director

Susan S. Teachey  
ON-Q Design, Inc.  
Desktop Publishing Specialist/Graphics

# Acknowledgments

---

**B**oth personally and on behalf of the Urban Land Institute, the panel members and staff thank the active and concerned ULI members living in Hong Kong who initiated this assignment. In particular, we would like to thank C Y Leung, Ian Hawksworth, Nick Brooke, and Alison Cooke for their help and support. Others who gave their time were Mike Arnold, Tim Bellman, Raymond Chow, the Honorable Dr. Raymond Ho, the Honorable Patrick Lau, Christine Loh, Roger Nissim, the Honorable Abraham Shek, Andrew Thomas, and Paul Zimmerman. Also very generous with their time were city planning officials—Mr Robin Ip, Ms Y W Wong, Mr Augustine Ng, and Mr Raymond Wong—and representatives from the Hong Kong Institute of Architects, the Hong Kong Institute of Engineers, the Hong Kong Institute of Planners, and the Hong Kong Institute of Surveyors.

The panel would also like to thank ULI staff members Gayle Berens, Geoffrey Booth, Mary Beth Corrigan, Nicholas Gabel, Rose Kim, and Pamela Ku for their assistance in many aspects of the panel process.

In addition, the panel wishes to acknowledge the many community and business leaders who are not mentioned by name here but who took the time to speak with panel members and offer their insights into the continuing issues facing the regeneration of the Hong Kong Harbour.

# Contents

---

ULI Panel and Project Staff	6
Foreword: The Panel's Assignment	7
ULI Process	9
The Panel's Recommendations	10
Conclusion	16
About the Panel	17

# ULI Panel and Project Staff

---

## Panel Members

Sarah Allan  
Enabling Adviser  
Commission for Architecture and  
the Built Environment  
London, United Kingdom

Sean Chuan-Sheng Chiao  
Regional Director and Principal  
EDAW, Ltd.  
Honk Kong

Richard Rosan  
President  
ULI—the Urban Land Institute  
Washington, D.C., U.S.A.

Evan Rose  
Principal  
SMWM  
San Francisco, California, U.S.A.

Miguel Sodupe I Roure  
General Manager  
Barcelona Regional S.A.  
Barcelona, Spain

Marilyn J. Taylor  
Partner  
Skidmore, Owings & Merrill LLP  
New York, New York, U.S.A.

## ULI Project Director

Gayle Berens  
Vice President, Real Estate  
Development Practise  
ULI—the Urban Land Institute  
Washington, D.C., U.S.A.

## ULI On-Site Coordinator

Pamela Ku  
ULI North Asia Coordinator  
Hong Kong

## Foreword: The Panel's Assignment

---

**H**ong Kong is a city that has been defined by its harbour for many years. The harbour and the miles of waterfront shape the city's character as much or more than the tall buildings and remaining vernacular architecture. Victoria Harbour is at the heart of Hong Kong's global identity and the source of its competitive advantage in the Pearl River delta. The name Hong Kong literally means "fragrant harbour," further signifying that the harbour is ultimately Hong Kong's essence.

Hong Kong's 6.9 million people live in an area of only 1,076 square kilometres, with an overall density of some 6,300 people per square kilometre, making it one of the densest cities in the world. Hong Kong is centred on Victoria Harbour, one of the deepest and busiest maritime ports in the world. An average of 220,000 ships—carrying both goods and passengers—visit the harbour each year. The container port is the busiest in the world, handling more than 20 million TEUs (standard 20-foot equivalent unit steel ocean shipping containers) in 2003. In an effort to provide more land mass for growth and for housing, transportation, and economic challenges, Hong Kong has experienced over a century's worth of harbour reclamation projects. However, the experience of the harbour has changed significantly as has the water quality. By the mid-1990s more than half of the harbour's original approximately 6,500 hectares had been lost through reclamation, and the distance between Hong Kong Island and the Kowloon Peninsula was reduced from 2,300 meters to 920 meters.

In recent years, the city of Hong Kong has had to halt future reclamation efforts on the harbour contemporaneously with a citywide



effort to rethink the harbour. The Court of Final Appeal handed down a judgment in January 2004 upholding the presumption against reclamation specified in the Protection of the Harbour Ordinance, which can only be rebutted by establishing an overriding public need for reclamation. The government has publicly pledged that it will undertake no future reclamation, apart from projects already under way in the current Central Reclamation Phase III, the Wan Chai Development Phase II, and the South-east Kowloon Development.

At the same time, a major initiative by the Town Planning Board set a framework for the future planning of the waterfront. The board established a new vision of Victoria Harbour: to make it attractive, vibrant, accessible, and a symbol of Hong Kong. The overarching goal is to "Bring the People to the Harbour and the Harbour to the People." Amongst the suggested ways of achieving that goal are creating an integrated network of open space and a pedestrian link to the waterfront; enhancing the scenic views of the harbour and maintaining visual access to the harbourfront through low-rise development

Hong Kong boasts a sheltered and strategically located world-class deep water port as well as a stunning visual backdrop.





The city of Hong Kong is a vibrant, bustling world-class city.

Photo credit: Sarah Allan

and waterfront promenades; seeking to enhance the harbour as a unique attraction for the residents of Hong Kong and for tourists; and facilitating improvement of the water quality, which is quite deteriorated.

In response to these activities, the government and the business communities have established two separate entities to advise on the future development of the harbourfront. The Harbourfront Enhancement Committee (HEC) is solely an advisory body to the government; it has no executive powers. A second group, the Harbour Business Forum (HBF), is a coalition of diverse businesses and professionals who also serve only in an advisory capacity.

HEC seeks to preserve Victoria Harbour as a natural, public, and economic asset while embracing Victoria Harbour as the heart of Hong Kong's identity. In its quest to enhance this natural asset, HEC promotes early and ongoing stakeholder engagement in the process.

HBF also recognises the harbour as being central to Hong Kong's heritage and identity and seeks to provide diverse leisure and business opportunities. HBF promotes consensus building amongst the business community and seeks to engage stakeholders and the government. HBF has also promoted the establishment of an authority with responsibility for the planning, implementation, and management of the harbour and the waterfront itself.

Within this context, ULI was asked to assemble a team of professionals who have extensive experience in waterfront redevelopment projects around the world and meet in Hong Kong for two days to address the following key questions:

- What are the suggested priority projects for the regeneration of Hong Kong's waterfront projects that would serve as catalysts for future regeneration?
- How can the public and private sectors collaborate in the regeneration of the waterfront? What are the appropriate roles for each?
- How can the public and private sectors raise the capital needed to undertake a major regeneration project?
- What type of organisational structure might work for regenerating the Hong Kong waterfront?
- How important are design standards and guidelines in waterfront regeneration and how should those be established?
- What are the next steps that Hong Kong needs to take in the regeneration of its waterfront?

What follows in this report are several suggestions from the panel for next steps in the harbour regeneration process.

## ULI Process

---

**B**efore the panel reached Hong Kong, members were sent briefing materials from various entities in Hong Kong. Those materials included existing documents from HBF, HEC, and various governmental agencies that provided background on vision statements as well as plans and activities to date. In addition, various documents were provided outlining demographic trends, economic activity, growth patterns, and so on. The panel was also given a several-hours-long boat tour of the harbour, followed by meetings with senior officials from the Housing, Planning, and Lands Bureau within whose portfolio of responsibili-

ties fall the planning of the harbour; the deputy secretary; representatives from HBF; representatives from the Society for Protection of the Harbour; representatives from Hong Kong Institute of Architects, Hong Kong Institute of Planners, Hong Kong Institute of Surveyors, and Hong Kong Institute of Engineers; and several functional constituency members of the Legislative Council of Hong Kong, as well as various private citizens who have been active in seeking to enhance the harbourfront.

After these activities take place, the panel recommended the following next steps.

# The Panel's Recommendations

## Recommendation 1: Establish a Vision

As a starting point, the Hong Kong waterfront needs a compelling and clear vision, one that makes the waterfront a priority; that establishes it firmly as the heart of the city, as a place that relates to everyone; and that allows people to enjoy it every day, in a variety of ways. The time for vision is now.

Victoria Harbour is the *raison d'être* for Hong Kong, providing a world-class deep-water port as well as a stunning visual backdrop for a world-class city. The harbour in a

sense is the “central park” of Hong Kong. It forms the core of the linear city and allows the density of development on Hong Kong Island and Kowloon.

Thus, the vision for the new Hong Kong waterfront needs to be holistic and inclusive. It should embody long-term aspirations, yet be specific enough to serve as a guide for all decision making at the waterfront—from uses and activities to infrastructure and reclamation, from planning to implementation.

Each new waterfront development should be considered as an activity that serves to enhance the quality and accessibility of the harbour to the citizens of Hong Kong; the developments should not be looked at as ad hoc stand-alone projects. Given existing development, achieving a continuous public promenade along the entire waterfront of Victoria Harbour may not be possible, but strategic locations around the harbour could be redeveloped to allow for ferry access and promenades that draw people to the waterfront and new waterfront activities.

A vision is more than just a statement of goals—it is a roadmap for action as well as an expression of the hopes and aspirations of the residents and all interested parties. A vision must not only express the big picture—the place the stakeholders want the harbour to be—but also recognise that realizing a renewed waterfront takes time and is built of many actions, at different scales and with diverse timetables. Critically, the vision coordinates all of those actions and directs them toward the common idea. It recognises that the value of the waterfront is more than just the price of individual sites, comprising the overall value of a comprehensive waterfront that enhances everything along its entire edge.



Barriers exist near the water's edge throughout the city, making it difficult for pedestrians to have access to the waterfront. *Photo credit: Sarah Allan*



If the waterfront redevelopment activity is looked at in the context of value—value rather than price—the returns will be virtually immeasurable. The value of the waterfront will change for citizens; it will become something more social and will enhance their quality of life. Regeneration will also enhance the land value and the economic returns to the public and private sectors.

A clear vision for the Hong Kong waterfront should include, at a minimum, the following specific components:

- *Providing accessibility.* Great waterfronts have great access. Put simply, people should be able to get to the waterfront easily, safely, and directly in many places; in a variety of ways; for a variety of activities. Access is more than just a promenade or a park. It includes resolving the myriad barriers that make getting to the water difficult—from highways to fast streets, from fences to inappropriate land uses. The waterfront needs to expand into the neighbourhoods.

Indeed, every neighbourhood in the harbour area should be considered a waterfront neighbourhood, one in which clear links allow people to have easy access to the waterfront. Links can be simple and they can be grand. They can be streets with good pedestrian connections, inviting elevated walkways, and open space “fingers” that expand the waterfront deep into neighbourhoods. Access takes many forms, but in all of them the emphasis is clear—safe pedestrian connection to the water is essential.

- *Designing on a human scale.* Creating a waterfront for people means creating a waterfront of human scale. The vision should moderate all development parcels, buildings, streets, and open spaces within this frame. A human scale implies considering the experience of people on the street, on the waterfront, and in open spaces when designing adjacent development.



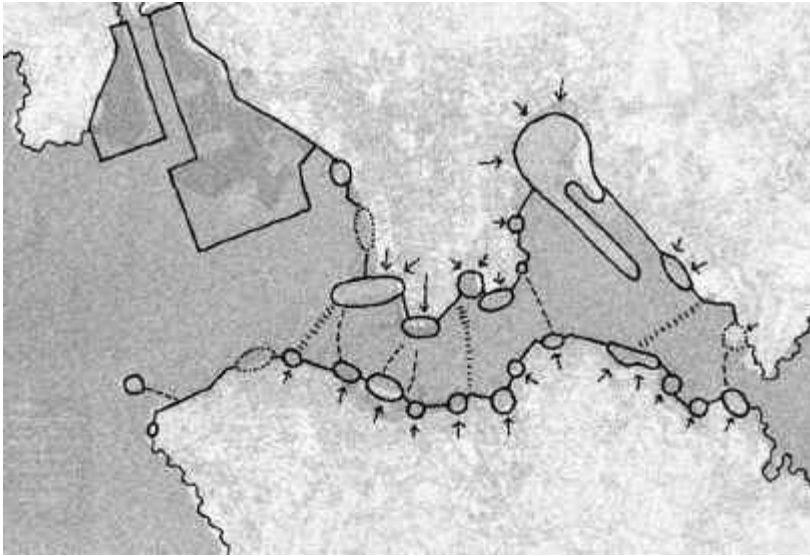
- *Creating a string of opportunities.* More than just a monolithic line at the edge, the vision should imagine a waterfront with a string of events, activities, and places that relate to adjacent neighbourhoods, invite a variety of people to the water’s edge, and reflect the opportunities of the water and the waterfront.

This “string of opportunities” recognises the range of potential waterfront sites, the inherent variety and interest of the harbour, and the need to provide many different reasons to come to the water. Among the many components that should be considered are open spaces, mixed-use developments, promenades, cultural activities, water access, and water transportation. Variety is critical to the waterfront’s success.

Numerous opportunities exist along the waterfront to innovatively incorporate the water’s edge into ideas for individual projects. Each should be considered within the context of the overall vision but allowed to be something of individual interest and value.

- *Cleaning up the environment.* Everything starts with the water. The vision must address water quality and the harbour made a clean and inviting place for activity and interest. Cleaning the harbour will not happen overnight—it requires long-term investments both in infrastructure and in cleaning the edge. Similarly, the vision should incorporate sustainability as both a goal and a framework for implementation for all projects.

Safe and easy access is critical to a successful waterfront. Currently, such access does not exist in many areas of the city.



Plan for a “string of opportunities” that recognises the need to provide many different reasons and areas for people to come to the waterfront.

- *Maintaining authenticity.* A great vibrancy of bustle and activity exists in the Hong Kong harbour, and—although best practises can be learned through examples from other cities—it is vital that the vision for the waterfront “be Hong Kong.” The vision should embrace the culture and rhythms of this city, from activities to uses to design, and should invite all residents to enjoy its places. A great waterfront for visitors starts as a great waterfront for residents—this quotidian vibrancy is what makes the waterfront attractive for others.

upon to ensure that the waterfront reflects the city. Demanding the best does not mean that everything must be expensive. It does mean that everything should be well made, well designed, and open to innovation.

- *Getting close to the water.* People want to experience the water. They want to see it, smell it, be on it, and, maybe, occasionally, touch it (if it is clean!). The vision should articulate opportunities for all of the above.
- *Offering variety.* A great waterfront is not monothematic or monolithic. It needs to respond to a variety of things. The Hong Kong waterfront is a large area, with many different adjacencies and water activities. This variety should be incorporated into the vision, offering ideas for experiencing the waterfront in many ways, from close and from afar, physically as well as visually, with places of vibrancy and places of respite.



Any plan for redevelopment must maintain the authenticity of Hong Kong. The waterfront must be Hong Kong!

- *Demanding design excellence.* The vision should clearly demand the best for the waterfront, for both public investment and private development. As the heart of the city, this level of quality must be insisted

## Recommendation 2: Think Big; Start Small

Creating opportunities for pedestrian access to waterside destination points is a big idea that needs time to be done properly so that it can work, to ensure its success.

Clearly, the public consultation that has accompanied the current large-scale proposals for the harbourfront has resulted in consultation fatigue on both sides—the planning department and the public. Moreover, despite the amount of public consultation, the government has not realized its goal of actively building trust with the residents of Hong Kong. Kenneth Chan, council member of the Hong Kong Institute of Planners, captured this desire by stating that the public want to participate and be engaged in the transformation of Hong Kong.

The panel recommend action in the form of “early-win” projects. Our recommendation is for some quick action, to “think big; start



small.” By thinking big and starting small, the city can demonstrate the seriousness of its intentions and plans to the public.

This activity should result in the early identification of sites around the harbourfront for creating between three and five early-win projects. Many international demonstration projects have been a powerful means of connecting people to places, challenging perceptions, and setting new standards for innovation and best practise. One inspiring example is Barcelona. Whilst the government identified large schemes they wanted to initiate, they actually began working on many small-scale projects in existing neighbourhoods—revitalising existing courtyard spaces and neighbourhood parks so that residents could see the quality of the work and the city’s willingness to expend some resources for improvements.

Similar neighbourhood-scale projects in Hong Kong should seek to bring activities directly to the waterfront, introducing new activities as well as enhancing existing ones. Those activities should stem from an understanding of the essence of everyday life in Hong Kong—ferry travel, shopping, and eating out are three examples of the kinds of things that residents of Hong Kong do frequently.

One potential small-scale site, for example, could be Central. Central could be made into a new waterfront destination. Or the city could focus on transport interchanges that connect rail with river crossing—the Star Ferry terminals on Kowloon and Hong Kong Island. Those two sites are vital daily arrival and destination points on the waterfront for commuters and tourists. The easy thing to do would be to intensify and enhance the uses on those sites and extend the terminals whilst keeping them in their existing locations. Potential also exists for a proper link with the airport express station to create a transport hub with a mix of commercial, retail, and residential uses. Another possibility would be to work within existing neighbourhoods, such as Taikoo Shing,



Kowloon East, and Causeway Bay, by extending opportunities for shopping, eating, and other such activities.

Currently, three existing large-scale sites are proposed for development: Kai-Tak, West Kowloon, and Central and Wanchai. Of those, the panel felt strongly that the former Kai-Tak airport has the greatest potential for creating a new model for living along the waterfront in Hong Kong. Exemplars such as Java-eiland in Amsterdam, Greenwich Millennium Village in London, Malmo Expo site in Sweden, Bristol Harbourside (U.K.), and Kop van Zuid in Rotterdam could all provide valuable lessons. Most of those redevelopments are former docklands that had decayed and were underused. Redevelopment brought new nightlife, introduced new housing, and opened up whole new neighbourhoods in each of those cities.

Hong Kong, however, has an additional problem that must be addressed before the city can promote waterside living: the water quality in the basin between the landing strip and East Kowloon is well below acceptable levels; such pollution is not conducive to waterside living. Clean water would also create the opportunity for water sports.

The panel also recommend that the cruise terminal remain in its current location and be expanded rather than relocated to Kai-Tak.

One of the most promising large-scale sites, with the greatest potential for creating a new model for living along the waterfront in Hong Kong, is the former Kai-Tak Airport site.



Much of the Harbourfront is aesthetically unappealing and unusable except for port activities. A new harbourfront agency would be responsible for implementing a vision for redevelopment while managing harbour activities.

*Photo credit: Sarah Allan*

### **Recommendation 3: Establish an Implementing Agency**

A clear and big vision for the harbourfront remains just that if no efficient delivery system exists for implementing the vision. Hong Kong must move beyond its present model for harbour redevelopment and establish a new method for implementing and managing harbour development activities. In May 2004, the Harbourfront Enhancement Committee was established to serve as an advisory group to the Secretary for Housing, Planning, and Lands on the planning, land uses, and development along the existing and new harbourfront of Victoria Harbour. This first step was intended to bring more citizens into the redevelopment process. However, the government should take its implementation activity to the next level by establishing an entity with authority to execute a vision and a plan.

The new entity must have a holistic view of the waterfront and embrace an integrated planning approach. It must also be cognizant of the waterfront as a permanent but ever evolving foundation of a city or region.

Around the world many models exist for such entities, each with varying degrees of authority. The panel here describe four such models in broad strokes, assuming that Hong Kong would create its own version of one of the following.

1. *Harbour Development Authority.* Such an authority would have jurisdiction over all public lands and water, including the

functions of the port, the development of waterfront lands, the quality of the water, and so on. It would be responsible for generating income as well as issuing debt for related capital improvements. It would subsume all legal authority to implement any projects under its jurisdiction and would also manage existing and new projects.

2. *Harbour Development Agency.* An agency would have fewer powers than an authority. Such an agency does not act autonomously but rather implements an agreed-upon plan for the waterfront. It has the power to issue contracts and manage development projects. Most probably it would be funded by an SAR (Special Administrative Region). It would not be responsible for the functions of the port and would most likely not manage finished projects.

3. *Specially appointed official.* This individual (in essence, a czar) would be appointed by the Chief Executive and his or her sole job would be the waterfront. He or she would be responsible for coordinating all agencies related to waterfront redevelopment and would be charged with implementing the vision and development or redevelopment plan for the waterfront.

4. *Commission.* A harbour commission can approve and permit projects but has no authority to implement; implementation is left with responsible agencies.

We recommend that no matter which model Hong Kong chooses, the entity be given the authority to function within the structure of the city government and existing departments. The existing structure does not allow efficient coordination and implementation amongst departments, and the new model must ensure that structure is changed if a big vision is going to be properly implemented.



## Recommendation 4: Designate a Design Champion

In addition to a harbourfront entity that would be charged with implementing plans, a strong vision needs a strong leader to make sure everything gets done. This champion must get up every morning and think about the improvement of the waterfront—not just in the short term but in the long term. He or she must have a passion for high-quality design and development. And he or she must be a leader, a spokesperson, an arbiter, and an inspiration.

This person has to be close to power: have the ear of the Chief Executive, have the authority from the Chief Executive, and have the ability to engender trust from the government employees who will be working with him or her. This person must also be someone that the private sector respects and responds to and is willing to work with. He or she must have the ability to coordinate all the various entities to ensure a holistic approach to development, management, and marketing.

Hong Kong already has an example of such a person in the Airport Authority Hong Kong. The appointment of Dr. Victor Fung as chairman of the authority was critical to its success. The airport authority is a statutory corporation responsible for the operations of the airport. He sought to advance cooperation amongst airports in Hong Kong and four cities in Guangdong Province—Macao, Guangzhou, Zhuhai, and Shenzhen. The goal was to get all five airports to work together and reduce duplication of efforts, in short, to create a regional approach to the airports. Although Dr. Fung's focus was not on design, he is an example of a strong leader who was able to make a real difference.

Many examples exist from around the world of champions for city redevelopment and high-quality urban design who have been very effective. They include mayors, chief executives of city councils, and redevelop-



ment authority heads. Leaders who have effectively championed urban design in their cities include Joe Riley, longtime mayor of Charleston, South Carolina, United States; Richard Daley, mayor, city of Chicago, Illinois, United States; Tom Murphy, mayor of Pittsburgh, Pennsylvania, United States; Sir Howard Bernstein, chief executive, Manchester City Council, Manchester, U.K.; François Mitterand, who shepherded the *Grand Projets* developments in Paris, France; and Josep Acebillo, former chief architect of Barcelona Regional, Barcelona, Spain.

This person has to pay attention to all aspects of the development—particularly the details of the implementation of the design. In Hong Kong, this position could possibly be assumed by a deputy chief executive or chief secretary whose responsibilities could include the strategic planning and design for the waterfront.

In any case, this person must have an understanding and passion for high-quality design and development and must have the ability to push all involved parties to strive for the best of everything.

Hong Kong International Airport is a good example of the impact of local design excellence as well as the importance of a single person—a “champion”—who can bring together many different entities to provide a strong result.



# Conclusion

---

**H**ong Kong has had many plans in place for the harbour for quite some time. For example, by 1972, the government had already decided that a continuous promenade should be developed around the harbour. However, that stipulation and some others like it are often not implemented.

The ULI panel has four basic recommendations:

1. Establish a vision.
2. Think big; start small.
3. Establish an implementing agency.
4. Designate a design champion.

All the recommendations ultimately relate to leadership. Hong Kong needs a strong harbour and waterfront advocate who can make things happen while working within—and with—the existing government bureaucracies. Part of selling a project or a vision for a project is being able to show the value that is being created. Strong leadership will help sell a vision and will help construct strategies for achieving that vision while gaining the trust and support of all the key players.

# About the Panel

---

## **Sarah Allan**

*London, United Kingdom*

Sarah Allan is an architect working in the Enabling Programme at the Commission for Architecture and the Built Environment (CABE), an agency that was created in September 1999 to promote high standards in the design of buildings and the spaces between them. The enabling programme provides technical advice and support to clients who are delivering new buildings, master plans, and open spaces. Her current role, leading CABE's enabling work in the housing growth areas (Thames Gateway, South Midlands, East and South East of England), has meant that she is responsible for establishing how CABE can provide consistent and influential strategic advice to delivery vehicles and local authorities. The advice ranges from briefing to procurement issues and focuses on how to achieve good-quality places and spaces. Allan is also taking the lead in establishing CABE's role in setting a vision for the Thames Gateway, in discussion with central government and other agencies advising on design.

Allan completed a master's of science in city design and social science at the London School of Economics in August 2003.

## **Sean Chuan-Sheng Chiao**

*Hong Kong*

Sean Chuan-Sheng Chiao, AIA, is an urban designer and architect with extensive experience in the United States, Asia, and Southeast Asia. He is currently regional director and principal for EDAW, Ltd., in Hong Kong. EDAW is one of the most prominent design firms in the world, with

more than 1,100 employees in 25 offices worldwide. Chiao has pioneered collaborative work with EDAW's other offices in Asia, directing multidisciplinary teams on projects ranging from master plans for new towns and low-density communities to resort plans and high-density urban design/revitalisation projects. Under Chiao's leadership, EDAW established a competitive urban design and landscape architecture practise that now attracts top talent from around the world.

Chiao earned his master's of architecture in urban design from Harvard University and master's of architecture degree from the University of California, Berkeley.

## **Richard Rosan**

*Washington, D.C., U.S.A.*

Rick Rosan is president of the Urban Land Institute (ULI) in Washington, D.C., United States, which has a professional staff of more than 110 full-time employees, including research and education specialists, meeting planners, writers, publication experts, a marketing team, and a professional office management group. The institute also has an office in London, which runs the ULI Europe operations. The institute's annual budget is in excess of \$45 million.

Rosan is an architect and a Fellow of the American Institute of Architects. Prior to his service at ULI, he spent 22 years in New York City in several capacities, including 12 years with the city of New York, concluding with his service as the city's Economic Development Director. Rosan also served for six years as president of the Real Estate Board of New York, and he spent five years in the pri-

vate development business as a project director for several large New York City development projects.

Rosan received a bachelor of arts degree from Williams College in Williamstown, Massachusetts. He received a master's degree in architecture from the Architecture School of the University of Pennsylvania and continued postgraduate work in regional planning at the University of Cambridge, England.

### **Evan Rose**

*San Francisco, California, U.S.A.*

Rose is principal in charge of the urban design practise at SMWM, a design firm based in San Francisco, California, United States; he has served as lead designer and project manager on the firm's most distinguished and challenging commissions, including the Boston Central Artery Master Plan, the South Weymouth Naval Air Station Reuse Plan, the St. Louis Downtown and Riverfront Plan, the Anacostia Waterfront Initiative, the Southeast Federal Center, the Mission Bay Plan, and the Port of Los Angeles Framework Plan.

Rose is a leader in the profession and has lectured and published widely on urban design and public space issues. He was featured in *Architecture's* 1999 review of emerging young American architects and has published and exhibited his watercolour sketches of cities around the world.

Prior to joining SMWM, Rose was the senior urban designer for the San Francisco Planning Department where he authored the award-winning *Waterfront Urban Design and Access Plan*. He initiated and implemented San Francisco's acclaimed Downtown Streetscape Plan, which has become a model for cities across the United States.

He has served as a board member for the San Francisco American Institute of Architects (AIA) and the California Council of the

AIA. Currently, he is president of the Architecture and Design Forum at the San Francisco Museum of Modern Art and sits on the museum's board of directors, is a senior lecturer in architecture and urban design at the California College of Arts and Crafts, and a mentor at the University of California (UC), Berkeley. Rose is also a regular critic for architecture studios at the University of Pennsylvania, SCI-ARC, UCLA, Stanford, and UC Berkeley.

### **Miguel Sodupe I Roure**

*Barcelona, Spain*

Sodupe is managing director of Barcelona Regional, a limited liability company, founded in 1993, whose shareholders represent different public bodies, mainly local authorities. Its goal is to facilitate the meeting of shared objectives through such activities as drawing up of common technical proposals for both public and private shareholders. Its main function is to provide technical support and assistance to its members and other public entities, focusing on the design of infrastructure to enhance the urban environment of Barcelona, including the total redesign of its waterfront. Sodupe is the managing director of the organisation and is responsible for implementation of all of its projects. He is an architect by training.

### **Marilyn J. Taylor**

*New York, New York, U.S.A.*

Marilyn Taylor, FAIA, is an architect and urban designer whose projects focus on various aspects in the public realm. She joined Skidmore, Owings & Merrill LLP (SOM) in 1971 and was elected partner in 1987. Her first several years in the firm were spent in the Washington, D.C., office where she participated in a number of urban design and planning projects, including Hilton Head Island, the Great Mall of Washington, D.C., Main Street Spartanburg, Montgomery Community College, and the Center Cities Study of Joint Development at Transit Stations.

From 1978 to 1985 Taylor served as SOM's director of design for the Stations Programme of the Northeast Corridor Improvement Project, a \$25 million federally funded investment in intercity rail stations between Washington, D.C., and Boston. In addition to providing investments to this system, the project placed historic landmark stations on the National Register and served as a catalyst for state, local, and private investments in station areas. The project has received numerous design, planning, and construction awards.

In 1985 Taylor moved to New York to lead an expanded urban design and planning practise within SOM. In this role, she has been involved in the preparation of plans for Columbus Center, Riverside South, East River Landing, Worldwide Plaza, the Tribeca Bridge, Route 9A, Transitional Housing for the Homeless, Columbia University East Campus, Pratt Institute, Chase Metrotech, South Ferry, NYMEX, and north end residential strategies in Battery Park City. Her planning projects beyond New York City range from Providence Capital Center in Rhode Island, Celebration New Town in Florida, the University of West Florida, Boston Fan Pier, and the New Jersey Center for the Performing Arts, to the Yongtai New Town in China, Canary Wharf in London, and the North Commercial District at Hong Kong International Airport.

Since 1985, Taylor has led a number of airport and transportation projects, culminating in the establishment of SOM's Airports Group. Her current projects include the new Terminal 3 at Changi Airport, Singapore; the Continental Airlines facility at Newark International Airport; the expansion of Dulles International Airport, Washington, D.C.; Logan International Airport, Boston; the International Arrivals Terminal at JFK, New York; and the Ben Gurion International Airport, Tel Aviv, Israel. These concurrent projects have a combined investment of over \$2 billion.

Her other transportation projects include New York Transit subway facilities, a ferry terminal for New York Waterways, and the northeast corridor rail station that will link to the Newark International Airport people-mover. She also led the team that produced the award-winning *Transit-Friendly Land Use Planning*, a manual for citizens and municipal officials throughout New Jersey.

Taylor is the current chair of ULI.