Hong Kong 2030 -
Challenges and Opportunities for Hong Kong

A HKU Convocation Perspective

April, 2004
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Acknowledgements

Members of HKU Convocation Steering Committee on Project Hong Kong 2030

Members of HKU Convocation Standing Committee
HK2030
Challenges and Opportunities for Hong Kong

The HKU Convocation Perspective

I. Executive Summary

In response to the HKSAR Government’s Hong Kong 2030 planning vision and strategy public consultation initiated by the Planning Department in 2001, the HKU Convocation has set up a “Project HK2030 Steering Committee”– (“the Steering Committee”) to look into this particular topic that concerns the well being and future of Hong Kong.

The Steering Committee took a much broader view than what the Government is asking for because it believes that “Planning Vision and Strategy” alone could not lead Hong Kong into its brighter future without Policy support from the entire HKSAR Government, and indeed, it needs the endorsement and co-operation of the Central Government and also from those including but not limited to, the Guangdong and other Southern China Provinces.

After two years of research and studies, the Steering Committee in February, 2004 carried out a survey by sending questionnaires to some 30,000 HKU Alumni members to collect views on the topic, focusing on certain important areas of concern including:

- Population Re-structuring
- Socio-economic Development
- Sustainable Environment
- Geo-physical Planning
- Future Positioning of Hong Kong

The Steering Committee has obtained 220 returns, with encouraging results given by a wide range of professionals / disciplines among the Alumni in the community. The results were analysed and elaborated in this paper.

Immediately after the survey, the Steering Committee held a Forum on February 21, 2004 attended by some 100 Alumni members, Teaching Staff, and Students of HKU, representing graduates / undergraduates from the 1960s to 2000s. Five renowned speakers presented their expert views in their selected topics, and aroused enthusiastic responses from the audience. The views expressed, although diversified, generally pointed to one direction, that “Hong Kong should develop itself into a high quality and knowledge-based society and a truly international world city”. This concurs with the general expectations of HKU Alumni and Teaching Staff who have, in the past 90 years, helped shape the City of Hong Kong.

Before we conclude on the way forward for Hong Kong in the next 30 years, we should perhaps look back on our past and present strengths. From the survey results, we found out that our past success was very much perceived to have been structured on the following important factors:
• Being a free society
• Having a robust legal system
• Continuous efforts in anti-corruption

These must be upheld and reinforced.

Other important factors include our low tax regime, laissez-faire business environment, correct channeling of human capital and our common interest to improve the local economy.

However, the recent slowdown in our economic growth was considered by HKU Alumni members, as reflected in the survey, to have arisen as a result of the following governance issues:

• Swinging Government Policy
• Lacking support on key policies
• Inadequate policy making procedures
• Inability to handle crises

Other factors include the unnecessary politicizing of public issues due to severe social discontent, and the declining quality of human resources.

All these seem to have deviated from the orbit of the Planning Department's public consultation, but HKU Convocation considers these factors pivotal in outlining the road map for our future, including our Planning Vision and Strategy Formulation.

This paper outlines certain important Policy Orientation and Policy Hurdles we anticipate in the next three decades, from economic to education, from social harmony to the link with the Mainland. Problems emerging from the current budget deficit, and the mismatches of the local education system with community needs were also highlighted. The population structure, its aging problem and corresponding immigration policy were investigated to testify whether a sound Planning Strategy is in place to solve the problem of potential population dilution as a result of mass immigration policies, which again is linked to the issues of sound education policy, a knowledge-based economy and ultimately social harmony. All other land use planning, housing forecast, schools and universities allocation, port and airport developments would be irrelevant if we do not have co-ordinated policies on all these fundamental issues.

The future of Hong Kong is closely knit with that of Mainland China, not only physically, but politically and economically. Hong Kong is part of the Pearl River Delta Region, which by itself is a mega-metropolitan in conjunction with the cities of Guangzhou, Macau, Zuhai, and Shenzhen. All our planning considerations, including environmental sustainability, will not be meaningful without the full and integrated co-ordination with and co-operation of the Region. The close relationship will on the one hand have fundamental implications on our physical planning, our traffic policy and our environmental policy; while on the other hand, it will also drive us to better confront ourselves with and address our regional and international strategic positioning.
The Perspective suggested a 21st Century approach to view and tackle these issues. This paper may not provide a definitive solution towards the planning of Hong Kong into 2030, but it should serve to unveil the expectations of an important sector of Hong Kong.

Lastly, the paper addressed the possible future positioning of Hong Kong. In the order of preference the following areas were identified:

(i) Finance  
(ii) Commerce & Trading  
(iii) Recreation & Tourism  
(iv) Educating & Training  
(v) Basic Research  
(vi) Medical Services  
(vii) Transportation and Transport (logistic)  
(viii) Arbitration  
(ix) Creative Industries  
(x) Art & Culture  
(xi) High end Technology  
(xii) Manufacturing

We see great challenges and opportunities lying ahead of us. Without clear policies and strong leadership from the Government, we may be loosing out in the wake of the progress of other developing cities and countries in the world.

**Hong Kong from now to 2030 and beyond should develop and sustain ourselves as a true international city and NOT just another world class city in China.**
1.0 Hong Kong at its crossroad – an overview of where we are

When the Planning Department of the HKSAR Government began to look into a 30-year Planning Vision and Strategy of Hong Kong at the turn of the century, and carried out its series of public consultations on “Hong Kong 2030” since the year 2001, the Standing Committee of the HKU Convocation, a statutory body created under the University of Hong Kong Ordinance, also started to review the position of Hong Kong in the light of our conversion from a British Crown Colony into a world city of China compatible with New York, London and Tokyo, as pledged by our Chief Executive of the HKSAR.

The Steering Committee of “Project Hong Kong 2030” which was formed within the HKU Convocation to look into this specific topic, investigated into Hong Kong’s success story in the past, before it tried to map out what is plausible and may be achieved in the future. This is considered a relevant and important approach, in particular at a time when Hong Kong is experiencing unprecedented restructuring in virtually all areas of life including political, social, economical, technological, and global relations.

Hong Kong is at its crossroad. For the past 50 years, after the 2nd World War, Hong Kong had experienced almost a period of continuous growth until the late 1990s. The city grew in size, in financial strength and in population. This was largely the result of a stable society devoid of political turbulence and/or local warfare in the other areas of Asia. Significant achievements in our society were recorded during this period, especially in the last three decades. One prime factor was that people in Hong Kong were living basically in a free society, enjoying different sorts of freedom including speech, travel, choice of religion, education and freedom to do business.

Such freedom has been further protected by a robust legal system. No one is privileged, or undermined in front of the law. There has been level playing field for all involving in commercial and non-commercial activities. Starting from the mid-1970's after the establishment of the Independent Commission Against Corruption (ICAC), the society developed further into one which is equal and fair, comparing with most of our neighbouring cities. All these were corner stones supporting and sustaining our success for the past 30 years.

The transfer of sovereignty from the British to the PRC in the year 1997 did not effectively change to the fundamentals of the society. Although “brain drain” was recorded in the second half of the 80’s to the early 90’s due to the migration of middle class individuals and families to other developed countries, the city was still growing steadily with an enlarging urban area. The property boom up to 1998 was a solid proof of local confidence. However, people of Hong Kong then suffered, for the first time in 50 years, a real and lengthy economic down turn after the 1998 Asian Financial Crisis.

Five years down the road, we saw the discontent of the citizens grew with the severe loss of value in personal assets and properties. The situation worsens with uncertainties and ad hoc government policies on socio-economic issues. City planning had to cater for artificial and distorted demand of housing, and the unlimited stretch of so called satellite towns into the New Territories. The reclamation of land for urban use along the Harbour induced heavy criticism. The social and population structure has in parallel undergone major changes as a
result of Hong Kong’s transformation from a manufacturing-based to a service-based economy since the early 1980’s. The shift of the local manufacturing base to low-cost PRC cities resulted in the change of land use pattern, in particular in the industrial zones of Hong Kong.

The immigration policy to allow migrants from China to Hong Kong for family re-union, coupled with the migration of middle class individuals/ families to overseas countries, resulted in a severe decline in quality human resources. With the lack of an effective corresponding education policy to address this situation, the problem becomes more acute. All these call for a more holistic and strategic planning of Hong Kong, if we are serious about developing and sustaining our future.

The above are obviously known to most Hong Kong people, and need not be over emphasised in our study. However, from what we have observed from the consultations and studies made by the Government in this long term planning vision and strategy exercise, some of the fundamental issues including our immigration policy, socio-economic development, our aging population, the cry for knowledge-based economy, a weakening education system, Hong Kong’s relationship with China and our cross-border policy, etc., have not been comprehensively addressed.

The Planning Department’s Consultation has completed its Stage 3 works and is at the start of its Stage 4 consolidated planning. The Convocation Steering Committee on “Project Hong Kong 2030” believes that there are more fundamental and imminent issues to be dealt with for the proper and effective planning of Hong Kong into 2030. These are genuine issues which go outside the scope of the Planning Department yet bear a very long term impact on the well-being of the society and economic prosperity of Hong Kong.
2.0 What should Hong Kong do in the next 30 years? – A collective response to Planning Department’s consultations for planning Hong Kong into 2030

Quite a number of issues and ideas were discussed and included in the Consultative Paper by the Planning Department on "Hong Kong 2030", from its Stage 1 Public Consultation in 2001 identifying the Strengths, Weaknesses, Opportunities and Threats of Hong Kong, pointing towards 7 Key Planning Objectives (Table 2.1), and then to its Stage 2 Public Consultation in 2002 highlighting 9 Specific Key Study Areas (Table 2.2) and providing very much a "Land Use Study" rather than a strategy for Hong Kong’s future. In its Stage 3 Public Consultation which ended in March 2004, the Planning Department laid down three development directions and two options for the public to consider (Table 2.3) and again included very specific urban form development models like the "Frontier Closed Area" and the "University Town". All these, as we believe, were genuine planning attempts to provide an outlook for Hong Kong into the next 30 years, but it did not take long for one to find out that most of the initiatives were quite linear, urban form-structured and hardware-driven.

The fundamental objective of this Perspective, however, is not to dispute the substance of such initiatives. Rather, our intent is to look at their relevance, in the context of planning for Hong Kong from a broader perspective, or from a holistic stance. The latter, as we believe, might better form the basis for scrutiny of the relevance of a linear approach focusing very much on hardware deliverables, as adopted by the Planning Department, towards the shaping of Hong Kong’s and our future. To our mind, the well-being of Hong Kong for the next thirty years is very much a function of socio-economic dynamism and sound governmental policies.

**Table 2.1** The 7 key Planning Objectives extracted from “Hong Kong 2030 – Planning Vision and Strategy” Stage 1 Public Consultation Paper

- Adhering to the principle of sustainable development;
- Enhancing Hong Kong’s hub functions;
- Providing a good quality living environment;
- Meeting housing and community needs;
- Providing transport framework;
- Promoting tourism;
- Strengthening links with the Mainland

**Table 2.2** The 9 Issues identified in the “Hong Kong 2030 – Planning Vision and Strategy” Stage 2 Public Consultation Paper

- Closer links with the Mainland;
- Greater responsiveness to special land needs
- More sustainable use of our land resource;
- New development opportunities, better quality;
- More jobs closer to homes;
- Facilitating businesses of tomorrow;
- Essential but unwelcome facilities;
- Better planning for waterfront uses; and
- More choices for recreation and sports.
While the visions and directions of the various stages of planning are very much relevant to the effective planning of Hong Kong’s future into 2030, the actual plans put forth in the Consultation Papers, in particular the Stage 3 Paper, however, remain very ad hoc “solutions” rather than sustainable macro-strategies. The “solutions” fail to reckon the strengths and weaknesses of the socio/political/economic systems of Hong Kong and the current socio-economic situation that we are in let alone put forth the most-needed re-positioning strategy for Hong Kong.

In this Perspective, we are more concerned about the following planning issues.

**Strengths and weaknesses of Hong Kong in the past, present and future contexts**

Table 2.4 includes the results of our questionnaire survey on the perceived factors for Hong Kong’s success. We are not advocating a backward-looking strategy and this paper reckons the evolution that had taken place with time alongside the changing economic, social and political situations in Hong Kong. Nevertheless, what we do find appropriate to sound out, as a constructive response towards the planning of Hong Kong into 2030, is that Hong Kong’s past success was never a simple case of happy coincidences.

Unique attributes and competitive edges of Hong Kong surfaced with time to sustain Hong Kong’s “future” over the past 30 years. The factors of Hong Kong being a free society with an almost “taken-for-granted” autonomy, very much backed by a robust legal system and continuous efforts in fighting corruption, were considered of primal importance in shaping Hong Kong’s successful past. Open and level playing field for business alongside low tax regime were considered to be significant in preserving and fostering Hong Kong’s global competitiveness let alone it’s economic advantages in the Pearl River Delta region. A persistent laissez-faire economic policy and the correct channeling of human capital towards the development of Hong Kong were all perceived attributes for Hong Kong’s continued prosperity.

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<tr>
<th>Table 2.3</th>
<th>The 3 Directions and 2 Options as stipulated in “Hong Kong 2030 – Planning Vision and Strategy” Stage 3 Public Consultation Paper</th>
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<tbody>
<tr>
<td>Direction I</td>
<td>Providing a Quality Living Environment</td>
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<td>Direction II</td>
<td>Enhancing Economic Competitiveness</td>
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<td>Direction III</td>
<td>Strengthening links with the Mainland</td>
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<tr>
<td>Spatial Development Patterns:</td>
<td></td>
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<tr>
<td>Option I</td>
<td>Consolidation Pattern</td>
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<td>Option II</td>
<td>Decentralization Pattern</td>
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In short, this Perspective advocates that such strengths of ours should be upheld and reinforced so as to better allow Hong Kong to leverage on its established platform. The Consultation Papers did not materially address the topic of capitalising on our proven assets to build our future.

**Qualitative rather than quantitative planning**

As such, a qualitative vis-à-vis a quantitative approach towards strategic planning may be more relevant in this context, in particular that we are talking about a time span of 30 years. And a knowledge-based economy, as evidenced in our last 30 years of success and our international competitive strengths as seen above, is central to the recommendations of this Perspective.

Strengths and weaknesses may well be argued as functions of time, geographical location and resources allocation. Yet we see human resources as the cornerstone for Hong Kong’s continued success. Chapter 3 focuses on the discussion of Hong Kong’s populace and its preferred qualities as an important aspect for the strategic planning of our future.

**Holistic rather than land use planning for sustainability**

Socio-economic, environmental and political sustainability is not just an important topic for a city’s long term planning, it is more often than not, very much a product of such process. Land use and urban forms are undoubtedly part of Hong Kong’s development for sustainability, yet they are not all. Without assuming a holistic and a three-dimensional

<table>
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<th>Table 2.4 Hong Kong’s Success Story in the Past - Perceived Attributes</th>
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<tr>
<td>1. Being a free society (73% saw as very important for HK’s success in the past decades)</td>
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<td>2. Robust legal system (70% saw as very important)</td>
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<td>3. Continuous efforts in anti-corruption (70% saw as very important)</td>
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<td>4. Low tax regime (50% saw as very important)</td>
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<td>5. Laissez-faire business environment under the British governance (80% saw as rather important)</td>
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<td>6. Correct channeling of human capital (74% saw as rather important)</td>
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<tr>
<td>7. Consensus built among citizens on common interest to grow the economy (77% saw as rather important)</td>
</tr>
<tr>
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</tbody>
</table>
approach, such approach being structured on a long term strategic proposition for Hong Kong in all aspects and not just land use, the Consultation Papers, ironically, failed to propose a ‘sustainable solution” for Hong Kong in its allocation of resources, may they be material or human capital.

Policies to go hand-in-hand with hardware and software planning

Policies and long term strategic planning have to go in pairs. The recent slowdown in our economic growth was considered by HKU Alumni members, as reflected in the survey, to have arisen as a result of the following governance issues:

- Swinging Government Policy
- Lacking support on key policies
- Inadequate policy making procedures
- Inability to handle crises

With due respect, we are aware that policies go beyond the Planning Department’s scope and it is thus within comprehension for the lack of address in the various Consultation Papers. Nevertheless, this does not mean that the problem will go away. Rather, this Perspective aims to highlight the importance and necessity of policies-backed planning endeavours. Also, our view is that there has to be a hand-in-hand reinforcement between forward-planning policies, effective implementation and a flexible/ dynamic monitoring and enhancement mechanism. The logic and logistics of policy formulation, implementation and the corresponding software and hardware deliverables should also be there to ensure that the “horse” is effectively driving the “cart” to a desired destination. Chapter 5 talks about the importance of strong governance and effective policies in our future planning.
3.0 A knowledge-based economy that embraces quality rather than quantity

**Defining quality with people**

One of our key focus areas in this study is the recommendation of a knowledge-based economy structured on quality attributes instead of simplistic hardware and urban planning. This goes without saying that an effective population policy will help build and strengthen the human capital of this city. The long term strategic plan of our city cannot be formulated without a clear vision of our future population landscape. Above all, we see a population embracing quality, instead of quantity, as the primary objective of our population policy. Quality, in the local population context, should be defined as the coexistence of a balanced and stable demographic environment, a cosmopolitan and cohesive society, multi-directional and complementary flows, a skilled and productive workforce, as well as enjoyable and fulfilling life spectrums. While Hong Kong is already well positioned to accomplish these with its existing people, geography and historical background, we hasten to add that a number of prevailing issues have to be addressed before the city’s quality edges can be further enhanced and truly leveraged on.

**Rejuvenating the local populace with a quality-focused immigration policy**

Hong Kong has been experiencing an unprecedented compressed demographic development over the decades. Thanks to the ever-declining fertility, marriage and mortality rates, which are among the lowest in the world, the population pyramid has transformed from an upright triangular pyramid to a diamond shape and elderly dependency ratio has risen to new heights. The problem of aging, if not addressed in time, will be a big burden on our international competitiveness and domestic economy in a long run. In view of the difficulties and inertia in reversing population momentum, we reckon the problem should be tackled without further delay. We believe a more flexible and selective immigration policy should best address the ageing problem. Studies have shown that our population growth has largely relied on immigration, particularly the One-Way Permit scheme (OWP), instead of natural birth. The 150-OWP daily quota can undeniably provide immediate and direct remedies to the unhealthy demographic structure, but without a well-planned allocation tailored to Hong Kong’s long-term socio-economic development, the scheme is unlikely to fulfill most aspects of the definition of quality. We therefore suggest an allocation scheme putting a strong focus on the applicants’ potential contribution to the development of the economy. The selection criteria should be transparent and subject to constant monitoring to ensure its coordination with our long-term strategic plans and revision to address the changing demand of our economy.

**Encouraging cross-border retirement to tackle aging**

In addition to a quality-focused and responsive immigration policy, cross-border retirement should also be encouraged. The former will not only slim the upper portion of our population pyramid but also improve the efficiency of social expenditure. The latter can
quickly inject quality human capital into the workforce. Yet we note that a number of issues have to be solved before these measures can come into real effect. These include, for the former, allowing the portability of social security and other welfare across the border and, for the latter, dealing with the instability of future workforce due to the high geographical mobility of the emigrants. In fact, these issues also highlights two other major challenges that the local population policy is facing, namely how to attract overseas professionals and retain locals talents while both the quantity and quality of labour are declining, and how our population policy can leverage on our further integration with the Mainland China, in particular with the PRD.

**Liberalizing admission of Mainland professionals and talents**

The current admission schemes for non-local skilled immigrants are extremely ineffective in attracting Mainland professionals and talents to Hong Kong due to its restrictive and unaccommodating features. Only 338 Mainlanders were admitted through the Admission of Talents Scheme and Admission of Mainland Professionals Scheme in 2002. The number rose to 1672 with the merger of the Schemes with less restrictive features. However, the figure is still minor with only some 16,000 foreign skilled immigrants admitted each year. Indeed, the fact that Mainland professionals have to apply through a separate scheme which involves stringent scrutiny has deterred many potential candidates from entering into the local job market. The inability of Hong Kong to secure this pool of talents will seriously curtail our regional competitiveness and hamper our role as the gateway to Mainland China. We therefore recommend the government to take a more liberal approach in admitting Mainland skilled immigrants.

**Quality education and training to foster a knowledge-based economy**

We also emphasize the urgent need of boosting the quality of local education and the fostering of a strong specialisation culture. Our cyclical economy cannot simply rely on the injection of external human capital. In order to ensure the sustainability of our economic development, a stable stream of well-trained workers that are willing to serve in the territory is needed. Here, we must reiterate our principle of quality over quantity in every aspect of our strategy, including education and training. Instead of allocating extra resources to fulfill a hard target of the number of tertiary institution graduates, we should focus more on boosting the quality of local education, research and occupational training. Tertiary institutes should also assume different positioning strategies among themselves and specialize in their own identified areas in order to enhance the overall quality of our education and vocational training. Concrete support and incentives should be offered to locally-trained specialists in order to ensure an adequate supply of professionals to drive our knowledge-based economy. At the same time, training of the local workforce must echo the long-term positioning of the city and answer to the increasing labour flow in the region.

**Constant monitoring and revision via a reflexive mechanism**

Despite the fact that a number of the aforementioned issues are discussed in the Report of the Task Force on Population Policy released by the government in February 2003, we must
alert readers to the fact that no bureau, department or official is responsible for monitoring the progress of implementation of the drafted population policy. The share of responsibilities of implementation among bureaus is also ambiguous and opaque. Worse still, no responsive mechanism has been set up to revise the policy in the long run and the set of demographic assumptions used has been accused of being unrealistic and inflexible by some of our population experts. We urge the government to set up an official body which will be committed to policy facilitation and co-ordination of the different departments involved. This official body should also keep track of the progress of implementation and establish a reflexive mechanism upon which the parameters and relevance of our population policy is constantly fine-tuned to accommodate the overall strategic plan of the city. We believe only with such an arrangement can our population policy be immune to derailment and at the same time provide a dynamic and supportive backdrop to our long-term strategic development. The issue of an established mechanism to plan and monitor policies is further discussed in Chapter 5 of this Perspective.
4.0 A sustainable proposition that is built on effective mobility, population, community, education, urban form and environment

The earlier chapters talked about the perpetuation, evolution and sustenance of our competitive edges to enable Hong Kong to thrive for the next 30 years. A sustainable environment thus goes beyond the physical boundaries to embrace a quality living, working and community-building environment to better enable the sustenance of such competitive edges. We have also seen in the previous chapters how a quality populace constitutes the backbone of our future and fuels our success into 2030.

The local characteristic of Hong Kong as a high density urbanized centre and the close proximity of Guangdong Province as our developing neighbourhood area are facts that will continue to affect and shape our future. Thus, mutually dependent conditions between people and people, people and built environment, built environment and neighbourhood need to be monitored and visions for a sustainable future have to be stated as community objectives by the government.

The elemental factors attributable to a sustainable future in Hong Kong include air quality, water supply, waste disposal, sewage treatment as well as the use and abuse of land. To sustain a quality living and working environment to perpetuate Hong Kong’s cosmopolitan positioning, nuisance and pollution should be minimized within Hong Kong and our PRD neighbourhood. This, however, calls for regional rather than inward-looking planning by the government.

The long term economical impact for a sustainable environment and vice versa should be addressed by the Government based on scientific methods. Interdisciplinary understandings should be promoted among government bureaus and departments. A new organizing paradigm with holistic consideration of environmental impact, from a 3-dimensional perspective integrating social, economic and ecological sustainability, should form the basis of understanding and policy setting within and across the government.

Due to the dense population in Hong Kong, issues of density control and creation of urban spaces could be addressed for a balanced development. Health indices are good indicators of a sustainable environment. Safety and happiness as positive effects of a sustainable environment can also be promoted and monitored. Health and medical facilities also form an important support.

Appropriate technology and efficient legislation should be used to improve urban environment for sustainability. Issues of renewable energy, material recycling, motivation for green features and levels of consumption should form part of the government’s strategic planning and be addressed alongside other economic and social issues. However, all intervention should be analysed, studied and justified for their relevance, practicality and timing for implementation. A system of monitoring and constant feedback should be adopted. Flexibility of control should be applied.
In a complex high density environment, the urban form impacting upon environmental aesthetics should be studied and improved. Aspects of urban plaza, greenery, landmarks, skyline, harbour protection, etc., should form factors of study for the ecological well being of Hong Kong.

Fundamental sustainability should be conceived, educated and perceived as a norm. Environmental education should be introduced at primary and secondary institutions. An agreed vocabulary for environmental terms should be used for explanations. A conceptual framework for analysis of environmental issues should be introduced. Environmental principles should be explained and be understood by the community.

In the administration procedures, democratic processes to allow for participation of professional groups, green groups, NGOs and citizens should be introduced. The accommodation for changes should be a built-in factor for any environmental consideration.

The pursuit for a sustainable future is also pivoted against a proper balance of physical, social and economical factors. Short term gains must be cross-checked by long term environmental costs. As such, ethical land use and environmental justice must come in for achievement of a truly holistic visit of the future.
5.0 Strong governance and consistent policies under sound leadership – the only effective means to drive strategic planning

The attributes for Hong Kong’s past and future success, as identified in our earlier chapters, are neither quantifiable hardware nor urban building forms. Rather, policies, and more importantly, the right socio-economic policies, become the name of the game if we are to leverage on our proven success platform and build on the new challenges that are already in and coming our way. Interestingly enough, our questionnaire survey also exhibited strong views for the importance of effective policy orientation in facilitating the effective planning and development of Hong Kong for the next 30 years.

We have pointed out earlier the imminent need of a proactive policy towards addressing the issue of an aging population in Hong Kong, promoting local “successors” and encouraging free flow of talents and investment/ development in human capital through strategic immigration and education policies as well as central solutions for a quality living and working environment to enable a knowledge-based economy championing quality rather than low costs and low skills.

One can of course argue that the corresponding infrastructure, institutional hardware including schools and universities, urban planning and the supply of adequate private and public housing will have to come into play to support and substantiate such policies for the betterment of Hong Kong. However, our main point of concern is that effective planning should be policy-driven and not vice versa. Tables 5.1 & 5.2 below summarize the perceived reasons for economic slowdown and hurdles towards Hong Kong’s planning. Sound and sustainable policies were seen to be important economic prosperity drivers.

Sustainable planning is another fundamental issue. The Perspective is concerned about the inevitability of strategic re-positioning to sustain and develop Hong Kong’s future. Policies are pivotal to setting the right scene to foster and promote our long-term strategic positioning. For what is seen by this Perspective as a real and imminent planning issue is to put the “horse” and the “cart” in their right positions so that the former can effectively and clearly direct the latter onto a route of sustainable prosperity for Hong Kong. We advocate a formal, consistent and sustainable planning mechanism to be implemented in Hong Kong to achieve such purpose. Table 5.3 below includes a proposed planning mechanism for the Government’s consideration.
Table 5.1 Perceived Reasons for Recent Economic Slowdown

1. Problems in policy making and implementation
   - Swinging Government policies (over 50% saw as a very important reason for the recent slowdown)
   - Lacking support on key policies (73% saw as a rather important reason)
   - Inadequate policy making procedures (67% saw as a rather important reason)
2. Inability in handling crises (49% saw as a very important factor)
3. Unnecessary politicizing of public issues due to severe social discontent (over 30% saw as a very important factor)

Table 5.2 Perceived Policy Hurdles in the Next Three Decades

In order of seriousness
i. Mismatch of education system and community’s need (78% chose as one of the five most imminent concerns to policy formulation)
ii. Restructure of economy (77% chose as top five)
iii. Social discontent (75% chose as top five)

Table 5.3 Planning Implementation Mechanism

Recognize the inertia and reflexivity of policy implementation by setting milestone goals and constant monitoring.
Timely revision of assumptions and projections used in the strategic plans.

- **Notes**
  1. Identify and admit the limitations and constraints in the strategic plans.
  2. Political situation as a risk factor and as an essential element to the successful implementation of policies are also areas outside the scope of this mechanism and this Perspective.
  3. The question of how to implement corresponding policies and how to structure the Government to implement the mechanism and carry out the laid down policies are beyond the scope of this proposed mechanism.

It goes without saying that effective policies making, implementation and monitoring to the benefits of any society will have to be grounded on consistent governance and sound leadership. These areas, are again, outside the scope of this Perspective but are areas worth exploring and further studies have to be carried to better define and qualify their impact on the effective planning of Hong Kong’s future.
6.0 A true International City – Challenges & Opportunities

It has always been the aspirations of Hong Kong people, and in fact an important pledge in the Chief Executive’s earliest policy speech, to turn Hong Kong into Asia’s World City.

As pointed out in the earlier chapters of this Perspective, urban form or other modes of physical developments alone would not give Hong Kong the status of a “World City”. A true and internationally recognized world city is also one that boasts globally recognized and adopted political, economical, social, cultural and human values.

Alongside this strategic positioning, the Perspective explores the various opportunities that Hong Kong may well capitalize on, via examining the strengths we have over other cities and the constraints that we should reckon and overcome.

Hong Kong’s unique position rests with its East-meets-West characteristic and cultural heritage, and it’s current economic advantages by being the gateway into the Chinese market and the platform for interface with the rest of the world. It is an ideal centre for financial interflow and cultural intermix. These cutting edges are unique to Hong Kong and not found in any city in China or in Asia. **Hong Kong should therefore reinforce its positioning as a true International City of China and NOT just as another World City in China.**

We have no intention to simplistically and unilaterally label Hong Kong as any form of “Centre” without in-depth studies and extensive research backup. Yet, we hope to list out in this perspective a few areas which we consider worth looking into for Hong Kong’s strategic development into 2030. These are areas well reckoned / perceived to be the potentials of Hong Kong as reflected in the results of our questionnaire survey on the topic.

6.1 Finance

Hong Kong has been a financial hub in the Far East for decades, thanks to its free trade and low tax policies. Investment funds find it a more mature, fair and safe place to do business in Hong Kong than other countries in the region especially those with stringent currency controls. From the urban planning perspective, the Central Business District of Hong Kong is very much a product of Hong Kong’s historic and economic development. It has grown into such shape and size in response to the market forces that have been in play over the last 30 years. There is no need for the Government to pre-plan for “Premier Office Development” as stated in its Stage 3 Public Consultation Paper. Supply and demand will find their own balance. Government should continue to act as a “facilitator” for a free market. The status of a “Financial Centre” is hinged upon Hong Kong’s competitiveness in providing good business environment and maintaining its free flow of capitals and people. Manhattan of New York and the London West End were never created under a Town Plan.

6.2 Commerce & Trading

The conventional way of doing commerce and trading underwent significant transformation in the last 2 decades but they still constitute prime economic activities of Hong Kong and support the living of a major portion of our population. Our progressive integration with
the Pearl River Delta has transformed the latter into the “World’s Largest Factory”, with Hong Kong acting as the “front” in the entire chain of trading. This, we consider an important position for Hong Kong to develop and sustain herself as a centre of commerce and trading. This has proved to be both successful and effective with the substantial increase in local trading volume over the recent years. Quality commercial talents and expertise should tap into the US and European markets for exports. With a strategy of focusing design in Hong Kong and production in PRD, Hong Kong may well consider its development into a Fashion Centre, an Electronics Centre, a Furniture Centre, and more. Exhibition & Conference Facilities for the respective trades will be a necessity. However, all these requirements do not warrant the introduction of the “the Frontier Closed Area” as suggested in the Stage 3 Consultation Paper as the size of which is not adequate to support the entire “Pearl River Delta” back-of-house concept. Rather such set up will only benefit a few entrepreneurs and give up Hong Kong's unique position under the “One Country Two System” framework.

6.3 Recreation & Tourism

Hong Kong has undoubtedly developed herself into a tourist attraction as early as the 1950’s by becoming “the Pearl of the Orient”. This was by virtue of its natural harbour and its Sino-British mixed culture. Coupled with the strategic development of our recreation and entertainment businesses, including our traditional tourist spots, hospitality industry and the Hong Kong movie industry, Hong Kong can continue to attract Mainland Chinese visitors as well as those from other parts of the World.

6.4 Educating and Training

The University of Hong Kong is an established tertiary institution with over 90 years of history in providing higher education, research and development. Together with the seven other local universities, each of us having different achievements in the academic arena, Hong Kong should further cultivate its potentials as an education hub in the Region. This is, however, a serious subject for the educational institutions and the government budget planners to consider, and should go beyond a simplistic “Planned Development” in form of a “University Town” as suggested in the Stage 3 Public Consultation by the Planning Department.

6.5 Basic Research

The outbreak of SARS in 2003 gave Hong Kong one of its biggest challenges over the last 30 years, yet at the same time, opportunities to exhibit its strength as a top quality medical research centre in the world. With a correct channeling of equitable and adequate resources (including serious budget allocations), there are good reasons for Hong Kong to focus on medical and bio-chemical research.

6.6 Medical Services

A high quality medical service supported by good medical staff and training is already in shape in Hong Kong. Government’s policy to cut back resources in this area as a result of the current budget deficit is both short-sighted and is a waste of previous efforts. With
relevant allocation of resources for development, such services can be further extended to outsiders, in particular patrons from Mainland China, at a premium, to increase Hong Kong’s earnings;

6.7 Transportation and Transport (Logistics)

By virtue of its geographic location, Hong Kong is within 5 hours’ air travel distance to most Asian countries. Our new airport and international linkages form a strong hub with the four other airports within the PRD region to serve all inner Chinese cities. These five airports should be complementary to each other in services and provisions to form the strongest air traffic centre in Asia. Together with the strategic port development in the Region, the entire PRD can be one of the biggest logistic centres in the world. Again, much co-ordination and co-operation are needed among the cities in the region. Local planning alone does not give a full answer to the question.

6.8 Arbitration

With the robust system of law firmly established in Hong Kong over the past decades, Hong Kong should sustain such internationally recognized status by up-keeping the rule of law in this city. With the entry of China into the WTO, and Hong Kong being part of China, commercial and related disputes between Chinese corporations and their foreign business counterparts may be better arbitrated and settled here. Hong Kong as a Centre of Arbitration is a logical choice and there is more reason to enhance than undermine the sound legal system we have established here for over 100 years.

6.9 Creative Industries

Hong Kong’s fashion design is of world standards; and its film production is becoming truly global and very competitive in Hollywood. As long as our talents and intellectual properties can be properly protected and developed, Hong Kong stands a great chance to thrive in such arena. Efforts to sustain and develop this asset, however, have to be supported by strong governmental policies and sound administration.

6.10 Art and Culture

As a place where the East meets the West, Hong Kong possesses great potential to develop itself into an Art and Cultural Centre in the Far East. However, there must be supporting policies to encourage art education, cultural activities and business development in this area. Creating a huge “West Kowloon Cultural District” is a good start but efforts should definitely go beyond a hardware-driven focus to delivering a genuine and sustainable culture. The key should be to develop an art appreciation culture among the public at large.

6.11 High end Technology

As Research & Development have never been fully developed within our society, including those within our Universities and in the private industry, a pure hard-ware approach, as evidenced by the recent Science Park and Cyberport developments, would not attribute to any solid progress in this aspect. To target our development into a true knowledge-based
society, policies have to be set and funding made available for Universities to participate in high end technological research, perhaps, first starting with a few selected areas, with sponsorships and participation by the business sector. Information Technology is one but should not be the only one area for development. Watch & jewellery design and production, high quality building components, system furniture design, testing & certification of building structures & components, etc. can be developed in Hong Kong but associated large-scale production base can be located in the PRD. With the world's most sophisticated buildings being constructed here in this city, there are good opportunities for high end technologies, at least in the building industry, to be developed here and utilized on a regional level.

6.12 Manufacturing

This is of least priority as reflected in the survey carried out by the Steering Committee, but it does not mean we should discard this part of our industry. With the WTO arrangement, Hong Kong as a production origin, is categorized outside China. There are established advantages to relocate most of our manufacturing back to the mainland. Yet to divert all local production to Mainland China may not be the most beneficial to Hong Kong, especially for high end products. In addition, Hong Kong's manufacturing processes involving Design and Management should benefit from the CEPA arrangement. Thus, we should not be overtly ambitious in converting all existing industrial land into residential and commercial use.

Conclusion

Hong Kong has been a very dynamic economy and society over its last thirty years of development. Such dynamism, often interpreted as energy and flexibility, has been an effective function of its people and policies. Both of these are software attributes that shaped and built our success in the past and we see no reason for not leveraging on a proven model. These could effectively be sustained with more responsive and creative strategies to enhance our competitiveness in a changing social, political and economic environment. Changes are not uncommon to any developed international cities and we are never alone in this context. What remains is how we remain clear-headed, flexible yet persistent with our strategic focuses by continuing to embrace and build on our first-mover advantages and unique edges. As a conclusion, like in all new eras in the past, there are bound to be abundant opportunities, as well as challenges, for Hong Kong in the next three decades and there are certainly ways to prosper into the new era. Yet, we must be able to live up also to the challenges ahead of us. This, we believe, with the right balance of strategic sustainable planning and effective policies, the dynamism of Hong Kong will perpetuate with our prosperity into the next 30 years.
Appendix A

Survey Results
### 1. On Hong Kong’s success story

How important is each of the following for Hong Kong’s success in the past decades?

(1 = Very Unimportant; 5 = Very Important)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Count</strong></td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td><strong>1.</strong> correct channeling of human capital to gain foreign funds</td>
<td>4</td>
<td>2.26</td>
<td>8</td>
<td>4.52</td>
<td>33</td>
</tr>
<tr>
<td><strong>2.</strong> ability to contribute to and obtain support from Mainland China</td>
<td>13</td>
<td>7.30</td>
<td>18</td>
<td>10.11</td>
<td>42</td>
</tr>
<tr>
<td><strong>3.</strong> externalities permitting Hong Kong’s high growth</td>
<td>2</td>
<td>1.13</td>
<td>7</td>
<td>3.95</td>
<td>46</td>
</tr>
<tr>
<td><strong>4.</strong> laissez-faire business environment under the British governance</td>
<td>7</td>
<td>3.95</td>
<td>10</td>
<td>5.65</td>
<td>20</td>
</tr>
<tr>
<td><strong>5.</strong> consensus built on common interest to grow the economy among citizens</td>
<td>1</td>
<td>0.58</td>
<td>20</td>
<td>11.56</td>
<td>39</td>
</tr>
<tr>
<td><strong>6.</strong> abundant fiscal reserves and consistent budget surplus</td>
<td>5</td>
<td>2.81</td>
<td>22</td>
<td>12.36</td>
<td>59</td>
</tr>
<tr>
<td><strong>7.</strong> large-scale infrastructural projects</td>
<td>7</td>
<td>3.93</td>
<td>13</td>
<td>7.30</td>
<td>63</td>
</tr>
<tr>
<td><strong>8.</strong> a low tax regime</td>
<td>2</td>
<td>1.12</td>
<td>6</td>
<td>3.37</td>
<td>19</td>
</tr>
<tr>
<td><strong>9.</strong> the pegged exchange rate system</td>
<td>7</td>
<td>3.93</td>
<td>19</td>
<td>10.67</td>
<td>59</td>
</tr>
<tr>
<td><strong>10.</strong> robust legal system</td>
<td>4</td>
<td>2.25</td>
<td>3</td>
<td>1.69</td>
<td>12</td>
</tr>
<tr>
<td><strong>11.</strong> continuous efforts in anti-corruption</td>
<td>3</td>
<td>1.69</td>
<td>3</td>
<td>1.69</td>
<td>8</td>
</tr>
<tr>
<td><strong>12.</strong> a free society</td>
<td>4</td>
<td>2.25</td>
<td>3</td>
<td>1.69</td>
<td>10</td>
</tr>
<tr>
<td><strong>13.</strong> others (please specify)</td>
<td>1</td>
<td>0.56</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
## 2. On reasons of losing momentum

How important is each of the following for the flattening of momentum for Hong Kong's development in recent years?

(1 = Very Unimportant; 5 = Very Important)

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. loss of competitive edge in its leading business areas such as export/re-export, tourism, filming industry etc.</td>
<td>3</td>
<td>1.69</td>
<td>15</td>
<td>8.47</td>
<td>40</td>
<td>22.60</td>
<td>79</td>
<td>44.63</td>
<td>40</td>
<td>22.60</td>
</tr>
<tr>
<td>2. structural budget deficits due to huge public expenditure and narrow tax base</td>
<td>11</td>
<td>6.25</td>
<td>20</td>
<td>11.36</td>
<td>44</td>
<td>25</td>
<td>71</td>
<td>40.34</td>
<td>30</td>
<td>17.05</td>
</tr>
<tr>
<td>3. accelerating ageing population</td>
<td>12</td>
<td>6.78</td>
<td>35</td>
<td>19.77</td>
<td>76</td>
<td>42.94</td>
<td>37</td>
<td>20.90</td>
<td>17</td>
<td>9.60</td>
</tr>
<tr>
<td>4. constraints for government in handling crisis effectively</td>
<td>25</td>
<td>14.20</td>
<td>10</td>
<td>5.68</td>
<td>0</td>
<td>0</td>
<td>55</td>
<td>31.25</td>
<td>86</td>
<td>48.86</td>
</tr>
<tr>
<td>5. slowing global economy coupling with the cyclical nature of domestic economy</td>
<td>4</td>
<td>2.26</td>
<td>20</td>
<td>11.30</td>
<td>45</td>
<td>25.42</td>
<td>72</td>
<td>40.68</td>
<td>36</td>
<td>20.34</td>
</tr>
<tr>
<td>6. swinging central policies</td>
<td>2</td>
<td>1.13</td>
<td>9</td>
<td>5.08</td>
<td>25</td>
<td>14.12</td>
<td>43</td>
<td>24.29</td>
<td>98</td>
<td>55.37</td>
</tr>
<tr>
<td>7. lack of communication and understandings of China's view of Hong Kong's role</td>
<td>55</td>
<td>31.07</td>
<td>21</td>
<td>11.86</td>
<td>0</td>
<td>0.00</td>
<td>56</td>
<td>31.64</td>
<td>45</td>
<td>25.42</td>
</tr>
<tr>
<td>8. lack of social consensus</td>
<td>10</td>
<td>5.62</td>
<td>23</td>
<td>12.92</td>
<td>37</td>
<td>20.79</td>
<td>70</td>
<td>39.33</td>
<td>38</td>
<td>21.35</td>
</tr>
<tr>
<td>9. lack of majority support on key policies</td>
<td>2</td>
<td>1.14</td>
<td>11</td>
<td>6.25</td>
<td>32</td>
<td>18.18</td>
<td>68</td>
<td>38.64</td>
<td>63</td>
<td>35.80</td>
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<tr>
<td>10. unnecessary politicizing of public issues due to severe social discontent</td>
<td>10</td>
<td>5.75</td>
<td>23</td>
<td>13.22</td>
<td>37</td>
<td>21.26</td>
<td>46</td>
<td>26.44</td>
<td>58</td>
<td>33.33</td>
</tr>
<tr>
<td>11. declining quality of human resources</td>
<td>5</td>
<td>2.81</td>
<td>18</td>
<td>10.11</td>
<td>42</td>
<td>23.60</td>
<td>57</td>
<td>32.02</td>
<td>56</td>
<td>31.46</td>
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<tr>
<td>12. increasing competitions from surrounding cities and countries</td>
<td>6</td>
<td>3.37</td>
<td>14</td>
<td>7.87</td>
<td>42</td>
<td>23.60</td>
<td>61</td>
<td>34.27</td>
<td>55</td>
<td>30.90</td>
</tr>
<tr>
<td>13. financial crisis</td>
<td>6</td>
<td>3.39</td>
<td>17</td>
<td>9.60</td>
<td>58</td>
<td>32.77</td>
<td>56</td>
<td>31.64</td>
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<td>22.60</td>
</tr>
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<td>14. brain drain</td>
<td>6</td>
<td>3.41</td>
<td>24</td>
<td>13.64</td>
<td>63</td>
<td>35.80</td>
<td>52</td>
<td>29.55</td>
<td>31</td>
<td>17.61</td>
</tr>
<tr>
<td>15. inadequate policy making procedures</td>
<td>9</td>
<td>5.11</td>
<td>13</td>
<td>7.39</td>
<td>40</td>
<td>22.73</td>
<td>60</td>
<td>34.09</td>
<td>54</td>
<td>30.68</td>
</tr>
<tr>
<td>16. insufficient public consultation</td>
<td>8</td>
<td>4.57</td>
<td>21</td>
<td>12.00</td>
<td>45</td>
<td>25.71</td>
<td>37</td>
<td>21.14</td>
<td>64</td>
<td>36.57</td>
</tr>
<tr>
<td>17. Others (Please specify)</td>
<td>1</td>
<td>0.56</td>
<td>1</td>
<td>0.56</td>
<td>0</td>
<td>0.00</td>
<td>4</td>
<td>2.25</td>
<td>29</td>
<td>16.29</td>
</tr>
</tbody>
</table>
3. **On policy orientation**

Choose FIVE prime goals of government policies in Hong Kong for the next three decades by checking the appropriate boxes.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Economic growth</td>
<td>146</td>
<td>82.02</td>
</tr>
<tr>
<td>2. Reinforcing and leveraging on the link with the Mainland</td>
<td>115</td>
<td>64.61</td>
</tr>
<tr>
<td>3. Building a highly educated workforce</td>
<td>133</td>
<td>74.72</td>
</tr>
<tr>
<td>4. Social harmony</td>
<td>95</td>
<td>53.37</td>
</tr>
<tr>
<td>5. Demographic balance</td>
<td>34</td>
<td>19.10</td>
</tr>
<tr>
<td>6. Cultural richness and diversity</td>
<td>66</td>
<td>37.08</td>
</tr>
<tr>
<td>7. Political stability</td>
<td>119</td>
<td>66.85</td>
</tr>
<tr>
<td>8. Environmental sustainability</td>
<td>101</td>
<td>56.74</td>
</tr>
<tr>
<td>9. Urbanization and urban renewal</td>
<td>29</td>
<td>16.29</td>
</tr>
<tr>
<td>10. Others (please specify)</td>
<td>26</td>
<td>14.61</td>
</tr>
</tbody>
</table>
### 4. On policy hurdles

Choose FIVE imminent concerns to the formulation of government policies in Hong Kong in the next three decades by checking the appropriate boxes.

<table>
<thead>
<tr>
<th>Concern</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ageing population but inadequate social/retirement security</td>
<td>108</td>
<td>60.67</td>
</tr>
<tr>
<td>2. Increasingly mobile population</td>
<td>32</td>
<td>17.98</td>
</tr>
<tr>
<td>3. Mismatch of current education system and the community’s changing needs</td>
<td>137</td>
<td>76.97</td>
</tr>
<tr>
<td>4. Polarization of wealth</td>
<td>116</td>
<td>65.17</td>
</tr>
<tr>
<td>5. Social discontent</td>
<td>129</td>
<td>72.47</td>
</tr>
<tr>
<td>6. Restructuring of economy</td>
<td>140</td>
<td>78.65</td>
</tr>
<tr>
<td>7. Limited land and resources</td>
<td>58</td>
<td>32.58</td>
</tr>
<tr>
<td>8. Inadequate understanding between Hong Kong and the mainland</td>
<td>104</td>
<td>58.43</td>
</tr>
<tr>
<td>9. Others (please specify)</td>
<td>23</td>
<td>12.92</td>
</tr>
</tbody>
</table>
### 5. On positioning in different areas

What is the appropriate long-term positioning for Hong Kong in each of the following fields in years ahead?
(Please check the appropriate box if you think Hong Kong should be leading in the area within the specified geographic region).

<table>
<thead>
<tr>
<th></th>
<th>Pearl River Delta</th>
<th>Greater China</th>
<th>South East Asia</th>
<th>Global</th>
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<tbody>
<tr>
<td></td>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
</tr>
<tr>
<td>1. Transportation and transport infrastructure</td>
<td>67</td>
<td>37.64</td>
<td>44</td>
<td>24.72</td>
</tr>
<tr>
<td>2. High-end technology</td>
<td>31</td>
<td>17.42</td>
<td>48</td>
<td>26.97</td>
</tr>
<tr>
<td>3. Finance</td>
<td>15</td>
<td>8.43</td>
<td>28</td>
<td>15.73</td>
</tr>
<tr>
<td>4. Creative industries</td>
<td>23</td>
<td>12.92</td>
<td>50</td>
<td>28.09</td>
</tr>
<tr>
<td>5. Commerce and trading</td>
<td>20</td>
<td>11.24</td>
<td>36</td>
<td>20.22</td>
</tr>
<tr>
<td>7. Tourism and recreation</td>
<td>27</td>
<td>15.17</td>
<td>37</td>
<td>20.79</td>
</tr>
<tr>
<td>8. Education and training</td>
<td>18</td>
<td>10.11</td>
<td>45</td>
<td>25.28</td>
</tr>
<tr>
<td>9. Art and culture</td>
<td>20</td>
<td>11.24</td>
<td>38</td>
<td>21.35</td>
</tr>
<tr>
<td>--------------------</td>
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<td>----</td>
<td>--------</td>
</tr>
<tr>
<td>10. Arbitration</td>
<td>21</td>
<td>11.80</td>
<td>53</td>
<td>29.78</td>
</tr>
<tr>
<td>11. Basic research</td>
<td>25</td>
<td>14.04</td>
<td>36</td>
<td>20.22</td>
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<tr>
<td>12. Medical services</td>
<td>23</td>
<td>12.92</td>
<td>54</td>
<td>30.34</td>
</tr>
<tr>
<td>13. Others (Please specify)</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>
6. On population ageing

With an increasingly dependant and maturing population in Hong Kong, how effective is each of the following measures, should they be implemented consistently over the next three decades, in redressing the problem?

Please choose a number in the appropriate box: 1 being the most effective, 3 being the least.

<table>
<thead>
<tr>
<th>Measure</th>
<th>1 Count</th>
<th>1 %</th>
<th>2 Count</th>
<th>2 %</th>
<th>3 Count</th>
<th>3 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Boosting local birth rate</td>
<td>56</td>
<td>31.46</td>
<td>44</td>
<td>24.72</td>
<td>74</td>
<td>41.57</td>
</tr>
<tr>
<td>2. Encouraging immigration/remigration</td>
<td>50</td>
<td>28.09</td>
<td>65</td>
<td>36.52</td>
<td>59</td>
<td>33.15</td>
</tr>
<tr>
<td>3. Promoting cross-border retirement</td>
<td>73</td>
<td>41.01</td>
<td>51</td>
<td>28.65</td>
<td>48</td>
<td>26.97</td>
</tr>
</tbody>
</table>

7. On quality of retired life

How much should the retired/retiring population in Hong Kong in 2030 rely on each of the following means for financial support?

Please choose a number in the appropriate box: 1 being the most relied-upon, 5 being the least.

<table>
<thead>
<tr>
<th>Means</th>
<th>1 Count</th>
<th>1 %</th>
<th>2 Count</th>
<th>2 %</th>
<th>3 Count</th>
<th>3 %</th>
<th>4 Count</th>
<th>4 %</th>
<th>5 Count</th>
<th>5 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mandatory, privately managed, fully funded contribution scheme, e.g. MPF Scheme</td>
<td>59</td>
<td>33.15</td>
<td>43</td>
<td>24.16</td>
<td>31</td>
<td>17.42</td>
<td>22</td>
<td>12.36</td>
<td>19</td>
<td>10.67</td>
</tr>
<tr>
<td>2. Non-means tested, publicly managed, tax-financed social security, e.g. OAS</td>
<td>21</td>
<td>11.80</td>
<td>33</td>
<td>18.54</td>
<td>33</td>
<td>18.54</td>
<td>25</td>
<td>14.04</td>
<td>63</td>
<td>35.39</td>
</tr>
</tbody>
</table>
8. On human capital

How effective is each of the following policies, if implemented consistently over the next three decades, in attracting and retaining talents in the territory?

Please choose a number in the appropriate box, 1 being the most effective, 4 being the least.

<table>
<thead>
<tr>
<th>Scheme</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Opening up of university places to nonlocal talents on a cost-recovery basis</td>
<td>51</td>
<td>28.65</td>
<td>29</td>
<td>16.29</td>
<td>49</td>
<td>27.53</td>
<td>42</td>
<td>23.60</td>
</tr>
<tr>
<td>2. Cultivating the sense of belonging to Hong Kong</td>
<td>54</td>
<td>30.34</td>
<td>37</td>
<td>20.79</td>
<td>34</td>
<td>19.10</td>
<td>46</td>
<td>25.84</td>
</tr>
<tr>
<td>3. Boosting the quality of trainings in the territory</td>
<td>85</td>
<td>47.75</td>
<td>56</td>
<td>31.46</td>
<td>21</td>
<td>11.80</td>
<td>11</td>
<td>6.18</td>
</tr>
<tr>
<td>4. Providing support and incentives to locally-trained specialists</td>
<td>60</td>
<td>33.71</td>
<td>54</td>
<td>30.34</td>
<td>37</td>
<td>20.79</td>
<td>21</td>
<td>11.80</td>
</tr>
<tr>
<td>5. Others (Please specify)</td>
<td>14</td>
<td>7.87</td>
<td>1</td>
<td>0.56</td>
<td>1</td>
<td>0.56</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>
9. On cross-border population exchange

Looking into the next few decades, with the inevitably increasing population exchange between Mainland and Hong Kong, what is the urgency in solving each of the following possible resulting problems?

Please indicate the FIVE most urgent problems by choosing a number in the appropriate box: 1 being the most urgently demanded, 5 being the least.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Loss of high quality local talents and professionals to Mainland labor markets</td>
<td>27</td>
<td>15.17</td>
<td>29</td>
<td>16.29</td>
<td>36</td>
</tr>
<tr>
<td>2. Outflow of local capital to Mainland asset markets and financial system</td>
<td>48</td>
<td>26.97</td>
<td>35</td>
<td>19.66</td>
<td>32</td>
</tr>
<tr>
<td>3. Net increase in Hong Kong population</td>
<td>13</td>
<td>7.30</td>
<td>20</td>
<td>11.24</td>
<td>26</td>
</tr>
<tr>
<td>4. Net decrease in Hong Kong population</td>
<td>8</td>
<td>4.49</td>
<td>4</td>
<td>2.25</td>
<td>18</td>
</tr>
<tr>
<td>5. Disintegration of local society due to rising competition</td>
<td>24</td>
<td>13.48</td>
<td>42</td>
<td>23.60</td>
<td>21</td>
</tr>
<tr>
<td>7. Increasing reliance on social welfare system by new immigrants</td>
<td>70</td>
<td>39.33</td>
<td>36</td>
<td>20.22</td>
<td>32</td>
</tr>
<tr>
<td>9. Others (Please specify)</td>
<td>9</td>
<td>5.06</td>
<td>1</td>
<td>0.56</td>
<td>3</td>
</tr>
</tbody>
</table>
10. On urban planning

To what extent is each of the following orientations in urban planning beneficial to Hong Kong’s long-term development?

Please indicate the FIVE most beneficial orientations by choosing a number in the appropriate box: 1 being the most beneficial, 5 being the least.

<table>
<thead>
<tr>
<th>Orientation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
</tr>
<tr>
<td>1. Developing more satellite towns with self-contained facilities (Decentralization)</td>
<td>33</td>
<td>18.54</td>
<td>31</td>
<td>17.42</td>
<td>23</td>
</tr>
<tr>
<td>3. Division of the city into zones with different specializations, e.g. cultural district, sports and recreational district etc (Specialization)</td>
<td>14</td>
<td>7.87</td>
<td>28</td>
<td>15.73</td>
<td>27</td>
</tr>
<tr>
<td>5. Severe restriction of further reclamation in Victoria Harbor (Protection)</td>
<td>83</td>
<td>46.63</td>
<td>26</td>
<td>14.61</td>
<td>18</td>
</tr>
<tr>
<td>6. High density development</td>
<td>8</td>
<td>4.49</td>
<td>5</td>
<td>2.81</td>
<td>12</td>
</tr>
<tr>
<td>9. 3-dimensional utilization of land</td>
<td>13</td>
<td>7.30</td>
<td>25</td>
<td>14.04</td>
<td>27</td>
</tr>
</tbody>
</table>
### 11. On transportation and logistics

How important is each of the following measures to Hong Kong’s socio-economic and geophysical development in the next 3 decades?

Please enter the FIVE most important measures by choosing a number in the appropriate box: 1 being the most important, 5 being the least.

<table>
<thead>
<tr>
<th>Measure</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wider extension of railway network within the territory</td>
<td>46</td>
<td>25.84</td>
<td>33</td>
<td>18.54</td>
<td>29</td>
</tr>
<tr>
<td>Enhancement of domestic water traffic</td>
<td>10</td>
<td>5.62</td>
<td>20</td>
<td>11.24</td>
<td>22</td>
</tr>
<tr>
<td>Discouraging private motoring</td>
<td>19</td>
<td>10.67</td>
<td>14</td>
<td>7.87</td>
<td>17</td>
</tr>
<tr>
<td>24-hour opening of border with Mainland China</td>
<td>45</td>
<td>25.28</td>
<td>27</td>
<td>15.17</td>
<td>20</td>
</tr>
<tr>
<td>Reaching out of high speed railway to inner hinterland</td>
<td>30</td>
<td>16.85</td>
<td>26</td>
<td>14.61</td>
<td>27</td>
</tr>
<tr>
<td>Strengthening the land transport network with the rest of Pearl River Delta</td>
<td>38</td>
<td>21.35</td>
<td>43</td>
<td>24.16</td>
<td>29</td>
</tr>
<tr>
<td>Exploiting the competitive edge of Hong Kong International Airport and container terminals among the other ports within the Pearl River Delta</td>
<td>85</td>
<td>47.75</td>
<td>31</td>
<td>17.42</td>
<td>11</td>
</tr>
</tbody>
</table>
12. On public investment

How detrimental to Hong Kong's long-term betterment will be if the government is to gradually lower expenditure in each of the following areas in the coming 3 decades?

Please choose the FIVE most damaging areas by entering a number in the appropriate box: 1 being the most damaging, 5 being the least.

<table>
<thead>
<tr>
<th>Area</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and training</td>
<td>122</td>
<td>68.54</td>
<td>29</td>
<td>16.29</td>
<td>8</td>
<td>4.49</td>
<td>3</td>
<td>1.69</td>
<td>8</td>
<td>4.49</td>
</tr>
<tr>
<td>Medical care</td>
<td>35</td>
<td>19.66</td>
<td>51</td>
<td>28.65</td>
<td>33</td>
<td>18.54</td>
<td>15</td>
<td>8.43</td>
<td>16</td>
<td>8.99</td>
</tr>
<tr>
<td>Social security welfare</td>
<td>9</td>
<td>5.06</td>
<td>22</td>
<td>12.36</td>
<td>34</td>
<td>19.10</td>
<td>29</td>
<td>16.29</td>
<td>20</td>
<td>11.24</td>
</tr>
<tr>
<td>Public housing</td>
<td>6</td>
<td>3.37</td>
<td>14</td>
<td>7.87</td>
<td>24</td>
<td>13.48</td>
<td>21</td>
<td>11.80</td>
<td>18</td>
<td>10.11</td>
</tr>
<tr>
<td>Community infrastructure</td>
<td>13</td>
<td>7.30</td>
<td>25</td>
<td>14.04</td>
<td>32</td>
<td>17.98</td>
<td>26</td>
<td>14.61</td>
<td>24</td>
<td>13.48</td>
</tr>
<tr>
<td>Environmental protection</td>
<td>29</td>
<td>16.29</td>
<td>43</td>
<td>24.16</td>
<td>30</td>
<td>16.85</td>
<td>16</td>
<td>8.99</td>
<td>19</td>
<td>10.67</td>
</tr>
<tr>
<td>Supporting creative industries and small enterprises</td>
<td>19</td>
<td>10.67</td>
<td>27</td>
<td>15.17</td>
<td>19</td>
<td>10.67</td>
<td>18</td>
<td>10.11</td>
<td>23</td>
<td>12.92</td>
</tr>
<tr>
<td>Civil services</td>
<td>20</td>
<td>11.24</td>
<td>11</td>
<td>6.18</td>
<td>15</td>
<td>8.43</td>
<td>14</td>
<td>7.87</td>
<td>20</td>
<td>11.24</td>
</tr>
<tr>
<td>City beautification and landscaping</td>
<td>3</td>
<td>1.69</td>
<td>20</td>
<td>11.24</td>
<td>17</td>
<td>9.55</td>
<td>15</td>
<td>8.43</td>
<td>23</td>
<td>12.92</td>
</tr>
</tbody>
</table>
13. On environmental sustainability

How much should each of the following areas be emphasized in drafting the long-term environmental sustainability plan for Hong Kong?

Please enter the FIVE most emphasized areas by choosing a number in the appropriate box: 1 being the most emphasized, 5 being the least.

<table>
<thead>
<tr>
<th>Area</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total energy policy</td>
<td>34</td>
<td>19.10</td>
<td>33</td>
<td>18.54</td>
<td>26</td>
<td>14.61</td>
<td>19</td>
<td>10.67</td>
<td>37</td>
<td>20.79</td>
</tr>
<tr>
<td>2. Water supply</td>
<td>27</td>
<td>15.17</td>
<td>33</td>
<td>18.54</td>
<td>25</td>
<td>14.04</td>
<td>22</td>
<td>12.36</td>
<td>23</td>
<td>12.92</td>
</tr>
<tr>
<td>3. Solid waste disposal</td>
<td>39</td>
<td>21.91</td>
<td>44</td>
<td>24.72</td>
<td>41</td>
<td>23.03</td>
<td>40</td>
<td>22.47</td>
<td>33</td>
<td>18.54</td>
</tr>
<tr>
<td>4. Sewage treatment</td>
<td>29</td>
<td>16.29</td>
<td>41</td>
<td>23.03</td>
<td>40</td>
<td>22.47</td>
<td>33</td>
<td>18.54</td>
<td>23</td>
<td>13.48</td>
</tr>
<tr>
<td>5. Air quality</td>
<td>116</td>
<td>65.17</td>
<td>28</td>
<td>15.73</td>
<td>12</td>
<td>6.74</td>
<td>8</td>
<td>4.49</td>
<td>8</td>
<td>4.49</td>
</tr>
<tr>
<td>7. Others (Please specify)</td>
<td>3</td>
<td>1.69</td>
<td>1</td>
<td>0.56</td>
<td>2</td>
<td>1.12</td>
<td>1</td>
<td>0.56</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>
### 14. On social cohesion

How susceptible is Hong Kong to the following potential confrontation between different population groups in 2030?

Please enter the FIVE most susceptible confrontations by choosing a number in the appropriate box: 1 being the most susceptible-to, 5 being the least.

<table>
<thead>
<tr>
<th>Confrontation</th>
<th>Count 1</th>
<th>% 1</th>
<th>Count 2</th>
<th>% 2</th>
<th>Count 3</th>
<th>% 3</th>
<th>Count 4</th>
<th>% 4</th>
<th>Count 5</th>
<th>% 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. between the old and the young</td>
<td>9</td>
<td>5.06</td>
<td>21</td>
<td>11.80</td>
<td>24</td>
<td>13.48</td>
<td>24</td>
<td>13.48</td>
<td>26</td>
<td>14.61</td>
</tr>
<tr>
<td>2. between the wealthy and the poor</td>
<td>89</td>
<td>50.00</td>
<td>37</td>
<td>20.79</td>
<td>19</td>
<td>10.67</td>
<td>14</td>
<td>7.87</td>
<td>4</td>
<td>2.25</td>
</tr>
<tr>
<td>3. between different genders</td>
<td>2</td>
<td>1.12</td>
<td>5</td>
<td>2.81</td>
<td>8</td>
<td>4.49</td>
<td>15</td>
<td>8.43</td>
<td>26</td>
<td>14.61</td>
</tr>
<tr>
<td>4. between labor-intensive workers and knowledge-based professionals</td>
<td>14</td>
<td>7.87</td>
<td>34</td>
<td>19.10</td>
<td>35</td>
<td>19.66</td>
<td>33</td>
<td>18.54</td>
<td>26</td>
<td>14.61</td>
</tr>
<tr>
<td>5. between different races</td>
<td>2</td>
<td>1.12</td>
<td>8</td>
<td>4.49</td>
<td>21</td>
<td>11.80</td>
<td>18</td>
<td>10.11</td>
<td>26</td>
<td>14.61</td>
</tr>
<tr>
<td>6. between different religions</td>
<td>2</td>
<td>1.12</td>
<td>3</td>
<td>1.69</td>
<td>5</td>
<td>2.81</td>
<td>9</td>
<td>5.06</td>
<td>31</td>
<td>17.42</td>
</tr>
<tr>
<td>7. between new immigrants and native population</td>
<td>43</td>
<td>24.16</td>
<td>44</td>
<td>24.72</td>
<td>45</td>
<td>25.28</td>
<td>18</td>
<td>10.11</td>
<td>13</td>
<td>7.30</td>
</tr>
<tr>
<td>8. between different political groups</td>
<td>45</td>
<td>25.28</td>
<td>45</td>
<td>25.28</td>
<td>30</td>
<td>16.85</td>
<td>27</td>
<td>15.17</td>
<td>7</td>
<td>3.93</td>
</tr>
<tr>
<td>9. between the majorities and marginal minorities (e.g., sexual orientation)</td>
<td>2</td>
<td>1.12</td>
<td>8</td>
<td>4.49</td>
<td>13</td>
<td>7.30</td>
<td>33</td>
<td>18.54</td>
<td>27</td>
<td>15.17</td>
</tr>
<tr>
<td>10. Others (Please specify)</td>
<td>3</td>
<td>1.69</td>
<td>1</td>
<td>0.56</td>
<td>2</td>
<td>1.12</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>
## 15. Bottom-lines of government policies

a) Compared to other policies in general, which of the following statements is/are accurate in describing the nature of **the population policy** in Hong Kong?

(Please check one or more boxes)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. should better meet the long-term needs of the knowledge-based economy in Hong Kong</td>
<td>133</td>
<td>74.72</td>
</tr>
<tr>
<td>2. should allow longer observation period</td>
<td>28</td>
<td>15.73</td>
</tr>
<tr>
<td>3. should be more market driven as opposed to government planned</td>
<td>64</td>
<td>35.96</td>
</tr>
<tr>
<td>4. should allow wider consultation among commercial chambers, merchant associations, professional bodies, trade unions, interest groups and charity organizations</td>
<td>65</td>
<td>36.52</td>
</tr>
<tr>
<td>5. should involve more communication and negotiation with the Chinese central government</td>
<td>65</td>
<td>36.52</td>
</tr>
<tr>
<td>6. is more susceptible to derailing</td>
<td>21</td>
<td>11.80</td>
</tr>
<tr>
<td>7. is highly critical in maintaining Hong Kong’s competitive edge in the coming decades</td>
<td>116</td>
<td>65.17</td>
</tr>
</tbody>
</table>

b) Compared to other policies in general, which of the following statements is/are accurate in describing the nature of **the socio-economic policy** in Hong Kong?

(Please check one or more boxes)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. should better meet the long-term needs of the knowledge-based economy in Hong Kong</td>
<td>114</td>
<td>64.04</td>
</tr>
<tr>
<td>2. should allow longer observation period</td>
<td>29</td>
<td>16.29</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>3. should be more market driven as opposed to government planned</td>
<td>85</td>
<td>47.75</td>
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<tr>
<td>4. should allow wider consultation among commercial chambers, merchant associations, professional bodies, trade unions, interest groups and charity organizations</td>
<td>92</td>
<td>51.69</td>
</tr>
<tr>
<td>5. should involve more communication and negotiation with the Chinese central government</td>
<td>60</td>
<td>33.71</td>
</tr>
<tr>
<td>6. is more susceptible to derailing</td>
<td>21</td>
<td>11.80</td>
</tr>
<tr>
<td>7. is highly critical in maintaining Hong Kong’s competitive edge in the coming decades</td>
<td>109</td>
<td>61.24</td>
</tr>
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</table>

**c) Compared to other policies in general, which of the following statements is/are accurate in describing the nature of the sustainability policy in Hong Kong?**

(Please check one or more boxes)

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
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<td>1. should better meet the long-term needs of the knowledge-based economy in Hong Kong</td>
<td>100</td>
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<td>2. should allow longer observation period</td>
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<td>27.53</td>
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<tr>
<td>3. should be more market driven as opposed to government planned</td>
<td>57</td>
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<td>4. should allow wider consultation among commercial chambers, merchant associations, professional bodies, trade unions, interest groups and charity organizations</td>
<td>71</td>
<td>39.89</td>
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<tr>
<td>5. should involve more communication and negotiation with the Chinese central government</td>
<td>55</td>
<td>30.90</td>
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<tr>
<td>6. is more susceptible to derailing</td>
<td>32</td>
<td>17.98</td>
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<tr>
<td>7. is highly critical in maintaining Hong Kong’s competitive edge in the coming decades</td>
<td>90</td>
<td>50.56</td>
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</table>
d) Compared to other policies in general, which of the following statements is/are accurate in describing the nature of the geophysical policy in Hong Kong?

(Please check one or more boxes)

<table>
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<tr>
<th>Statement</th>
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<td>2. should allow longer observation period</td>
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<td>3. should be more market driven as opposed to government planned</td>
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<tr>
<td>4. should allow wider consultation among commercial chambers, merchant associations, professional bodies, trade unions, interest groups and charity organizations</td>
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<td>5. should involve more communication and negotiation with the Chinese central government</td>
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<td>7. is highly critical in maintaining Hong Kong’s competitive edge in the coming decades</td>
<td>71</td>
<td>39.89</td>
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16. Personal Particulars

1. Year of graduation

<table>
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<td>1970-1979</td>
<td>18</td>
<td>10.65</td>
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<tr>
<td>1980-1989</td>
<td>28</td>
<td>16.57</td>
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<tr>
<td>1990-1999</td>
<td>53</td>
<td>31.36</td>
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<tr>
<td>2000 and after</td>
<td>48</td>
<td>28.40</td>
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</table>

2. If you are a graduate of HKU, the faculty you belonged to when you studied at HKU was

<table>
<thead>
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<th>Faculty</th>
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<td>Arts</td>
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<tr>
<td>Business and Economics</td>
<td>14</td>
</tr>
<tr>
<td>Dentistry</td>
<td>1</td>
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<tr>
<td>Education</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>40</td>
</tr>
<tr>
<td>Law</td>
<td>12</td>
</tr>
<tr>
<td>Medicine</td>
<td>8</td>
</tr>
<tr>
<td>Science</td>
<td>24</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>23</td>
</tr>
<tr>
<td>Not applicable</td>
<td>14</td>
</tr>
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</table>

3. If you are a staff of HKU, the department/unit your are currently working at is 14 in total

4. Degree(s) obtained from HKU
<table>
<thead>
<tr>
<th>Degree</th>
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<td>Master</td>
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<td>Doctor</td>
<td>6</td>
<td>3.37</td>
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</table>

<table>
<thead>
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<th>Gender</th>
<th>Count</th>
<th>%</th>
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</thead>
<tbody>
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<td>36.52</td>
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<tr>
<td>Male</td>
<td>113</td>
<td>63.48</td>
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</tbody>
</table>
Appendix B

Forum Contents

Five distinguished Speakers and summary of their Speeches
Mr. J P LEE, OBE
Mr. Lee is director of Lippo Limited and the Hong Kong Building and Loan Agency Limited. His previous occupations include Secretary-General of the Chinese Manufacturers’ Association of Hong Kong and Executive Director of the Tobacco Institute of Hong Kong. He is also an Associate Member of the Chartered Institute of Arbitrators and a Fellow of the Hong Kong Institute of Directors.
Mr. Lee has participated in public service for more than thirty years, and was Chairman of Po Leung Kuk, Duke of Edinburgh’s Award, Hong Kong Council of Social Service, the Social Welfare Advisory Committee of the Hong Kong Government, the Hong Kong Association of Certification Laboratories, and The International Year of Volunteers Steering Committee, 2001. Currently, Mr. Lee is Chairman of the International Chamber of Commerce – Hong Kong, China Business Council, Legal Aid Services Council, Agency for Volunteer Service and The Hong Kong, China Committee on United Nations Volunteers. He also sits on the Trade and Industry Advisory Board and Hong Kong Committee for Pacific Economic Cooperation. In addition he was a member of the Selection Committee for the First Hong Kong Special Administrative Region Government, and is a member of the Election Committee for Hong Kong Representatives of the 9th and 10th Sessions of the National People’s Congress of the People’s Republic of China.

Quotes from the Forum on February 21, 2004:
Mr. Lee listed out in the Forum a number of building blocks that are essential to the future development of Hong Kong, namely an effective institutional infrastructure, a set of internationally recognized standards of conducts and continued promotion of our core values. In particular, he highlighted the importance of a robust legal system, an efficient civil service, a progressive political system and observance and upholding of business ethics and integrity. He also discussed the role of Hong Kong as an international city in a fast growing China.
In addition, Mr. Lee stressed the value of sense of belonging, pride, harmony and heterogeneity among our population. Nevertheless, he believed materialistic comfort or accomplishment alone is not enough to build a socially cohesive society with a sense of belonging.
**Professor Patrick LAU**

Professor Lau is Professor of Architecture at the University of Hong Kong. He is a member of the Antiquities Monument Board, Town Planning Board and Hong Kong Housing Authority, as well as a past Chairman of the Outstanding Young Person’s Association and a past President of the Hong Kong Institute of Architects.

He was awarded the Hong Kong Institute of Architects Medal of the Year in 2002 and 2001 for his design of HKIEd Jockey Club Primary School and Australian International School, respectively. He also received the HKIA Annual Awards in 1996, 1989 and 1984, HKIA Outstanding Architect Award and PATA Cultural and Heritage Award in 1990, as well as Artist of the Year Award in 1999. He is also a receiver of the Ten Outstanding Young Person’s Award in 1984 and Silver Bauhinia Star in 2000.

**Brief summary of view in the Forum on February 21, 2004:**

Professor Lau pointed out in the Forum that Hong Kong should be more open to alternative land use and development. Examples like pedestrianization with escalator, future waterfront development, alternative use of protected slope and roof terrace as well as redevelopment of industrial areas were mentioned. Professor Lau also highlighted the concepts of multiplex city design and convertible city development. He questioned the justifiability of reclamation by comparing the land use of Hong Kong and Singapore and emphasized the importance of the sustainability of city landscape.

In the floor discussion session, Professor Lau also gave his view on how Hong Kong should position itself along with increasing competitiveness of mainland China. He believed we should leverage on our existing unique advantages and avoid unnecessary head-on competition in other areas with the mainland.
**Professor WONG Siu-Lun**
Professor Wong is Pro-vice-Chancellor of the University of Hong Kong, Professor of Department of Sociology, The University of Hong Kong and the Director of Centre of Asian Studies at the University of Hong Kong. He graduated from the University of Hong Kong and Chinese University of Hong Kong with a Bachelor of Social Sciences degree and a Master of Philosophy degree, respectively. He also received a Bachelor of Literature degree and a Doctor of Philosophy degree from University of Oxford.
Professor Wong has published leading research on the topics of entrepreneurship, business networks, migration issues relating to Hong Kong and other Chinese societies, social indicators, and the development of sociology in China for over 15 years.

**Quotes from the Forum on February 21, 2004:**
Professor Wong pointed out during the Forum the demographic challenges that Hong Kong has been facing. He highlighted the transformation of our population pyramid and our increasing dependence on immigration for population growth. He also stressed the negative growth of labour force in the coming decade and the inability of existing policies to remedy the situation. Other issues including changing demand of welfare and tax base as well as new definition of citizenship with demographic shift were also mentioned. In addition, Professor Wong commented on the share of responsibility in formulating and implementing population policy in Hong Kong. The appropriateness of official demographic assumptions used in policy making was also discussed in the floor discussion session.
Notwithstanding the considerable challenges mentioned, Professor Wong also underlined the advantage of Hong Kong in fostering diversity and cosmopolitanism in the future during the Forum.
Professor Peter HILLS
Professor Hills is Director of the Centre of Urban Planning and Environmental Management at the University of Hong Kong. He is currently a member of the Advisory Council on the Environment, the Energy Advisory Committee and the Wetlands Advisory Committee. He is also a co-opted member of the Strategy Sub-committee of the Council for Sustainable Development and is chairing the support group working on the urban planning pilot area for the SD Strategy.
He has acted as a consultant for international agencies including the United Nations Development Programme, the International Labour Organisation and the Asian Development Bank. His major research and teaching interests relate to environmental policy, sustainability studies and corporate environmental governance.

Brief summary of view in the Forum on February 21, 2004:
Professor Hills suggested in the Forum that there is a lack of understanding of the concept of sustainable development in the general public. Major stakeholder groups, such as government bodies, NGOs and international business organization, also lack consensus on many environmental sustainability issues.
Professor Hills believed the government has inadequate commitment to address and monitor sustainability issues in the city. He pointed out the fact that economic growth has always been given priority over sustainability of development in the policy making process and implicit trade-off between the two is often assumed justified. He also expressed his views on specific sustainability issues include solid waste handling and supply of consumable water during the Forum.
Mr. MAN Cheuk Fai
Mr. Man has been the Chief Editor of Hong Kong Economic Journal Monthly since 2002 after he graduated from Stanford University. Prior to that, he was the founding Editor-in-Chief of Teacher Plus and Assistant Chief Editor of Hong Kong Economic Journal, one of Hong Kong’s most prestigious newspapers.
He obtained a Bachelor of Arts degree from the Department of Chinese, The University of Hong Kong in 1987, followed by a Master of Philosophy degree from the Department of Government and Public Administration, The Chinese University of Hong Kong. In 2000, he was granted both a Knight Fellowship from Stanford University as well as a Nieman Fellowship from Harvard University.

Quotes from the Forum on February 21, 2004:
Mr. Man started his speech in the Forum by pointing out the vast degree of uncertainty that a city’s development can be subject to in three decades. However, he reinforced the very necessary and inevitable integration of Hong Kong with the Pearl River Delta (“PRD”) to sustain the economic prosperity of Hong Kong while mindful of the simultaneously growing competition between cities within the region. He raised questions on how Hong Kong should position itself during the integration and suggested that amidst this re-positioning or re-discovery of an apt economic position for Hong Kong to continue into 2030, government policies, in particular that coming from the Central Government and not just Hong Kong Government, will be and have been effective in this re-positioning exercise of Hong Kong. The implementation of CEPA and the relaxation of travelling visas for Mainland FITs into Hong Kong, the reinforcement of Hong Kong’s position as “the shop” vis-a-vis Guangzhou’s “factory” position and the confirmation of Hong Kong’s role as the international finance centre, trading port and logistics hub in the PRD were all but good substantiation of his viewpoint.
Appendix C

Community Voices –
4 Volumes of Press Cutting
HK 2030 Press Cutting Vol. 1

P.2
SCMP, china2 (Dec 31, 2002)
How silting could spell disaster for the delta

P.3
SCMP, Cover page (Dec 19, 2002)
HK accused of pushing too hard for bridge

P.4
SCMP, china10 (Dec 18, 2002)
State economist defends swelling foreign exchange reserves

P.5
SCMP, HK/china3 (Dec 18, 2002)
Reits will enhance economic health

P.6
SCMP, HK3 (Dec 17, 2002)
How HK firms add to delta pollution blues
(Residents say companies moving over the border worsen environmental woes)

P.9
SCMP, china8 (Dec 13, 2002)
Guangdong breaks US$100b export barrier
(Figures show the ‘workshop of the world’ is powering ahead)

P.11
SCMP, hk2 (Dec 11, 2002)
Tung urged to ‘sell’ delta union plan

P.13
SCMP, Cover page (Dec 3, 2002)
Foreign banks voice concerns over article 23
(HK’s press freedom gives it the edge over Singapore, legislator says, but the proposed laws could change all that)

P.14
SCMP, business20 (Dec 3, 2002)
Zhuhai link will help us break HK’s logistics cartel

P.16
SCMP, Cover page (Nov 30, 2002)
Alternative plan emerges for Zhuhai Bridge
(Reports of the Guangdong proposal fail to mention a Shenzhen and Macao link)
Guangdong to build bridge to Hainan
(30km link is expected to provide an economic boost to both provinces)

HK will seek Beijing’s approval for a Y-shaped bridge to Zhuhai and Macao

Pearl River Delta is vital to HK’s future, overseas audiences are told

Chinese arts plan could wreck SAR identity, say custodians

Alternative cross-border Bridge proposed
(Backed by big business, the second scheme is longer and more expensive, but it does provides an additional link to Shenzhen)

‘Glittering pearl still competitive worldwide”

Bid to put Cantonese opera on world stage

Anson Chan urges respect for public’s views on article 23

UN is told proposals are shameful
(Article 23)

SAR leaders lack vision, says mainland economist
HK urged to tap into Pearl River tourism market

Building the delta’s new mega-city

(Important strategy)

The Disney debate

(Disney Park could threaten tourism, warns expert)

Airport, rail firms back western link

2 systems will remain

(There’s no reason to fear that the new subversion law will undermine press freedom)

(Critics say employment creation through new infrastructure is best way to ensure economic recovery)

Bright stars lighten the gloom

(HK industry)

Coordinated approach key to development with SAR, delta
HK 2030 Press Cutting Vol. 2

P.1
SCMP, A10 (May 28, 2003)
Tamar site: the makings of an urban renaissance?

P.2
SCMP, C1 (May 28, 2003)
Give Tamar back to the people
(the site should be turned into Hong Kong’s ‘lung’ instead of government headquarters)

P.3
SCMP, P1 (May 28, 2003)
Pearl Delta hailed as rising global star
(Rapid economic growth of cities in China and India is likely to lead the global real estate capital flow)

P.4
香港經濟日報 A4 (May 27, 2003)
推廣署申款二億香港營商計劃
香港與廣東可合作建立疾病控制及預防中心

P.5
SCMP, A5 (May 26, 2003)
Wanshan port deepwater anchorage reduces pressure of Hong Kong’s port
(Zhuhai officials said the islands are ideal to develop a deep water container port for PRD)

P.6
信報 A6 (May 21, 2003)
SARS 改變市民對衛生文化的看法

P.7
香港經濟日報 A14 (May 14, 2003)
規劃署計劃降低新區發展密度

P.8
香港經濟日報 A17 (May 13, 2003)
香港與鄰近地區可以有共同的疾病監察機制

P.9
SCMP, P2 (May 14, 2003)
Office woes may signal real estate is maturing
(Hong Kong’s integration with the PRD will be a catalyst for a mature office market; the demand base for Hong Kong office s will be dominated by small- and medium-sized enterprises with roots in Hong Kong and China)
A welcome step towards a better urban lifestyle
(New proposal by Michael Suen Ming-Yeung to rebuild Hong Kong’s 50000 disrepair building)

Multinationals may opt for HK due to mainland’s poor handling of SARS
(250 multinational companies are expected to drop their office setup plan in China and establish operation in Hong Kong)

Kai Tak project perfect to get HK back on the map
(A chance to bring HK to the world-class in concert and sports)

Government in retreat over TKO reclamation
(Reduce development density and hence housing supply to comfort to owners and developers)

Quality of life in HK paramount to success
(Wealth alone will not sustain HK as an int’l financial, trading and tourism hub; its quality of life must be lifted)

HK planning to reduce its population density
(Government studying which part of the city should become less crowded; as to improve quality of living)

香港開始成立疾病控制及預防中心
香港政府考慮發債
Bridge to lift delta economy by $110b
(Bridge could attract foreign investors and boost employment; 25000 jobs estimated for HK ppl on the west side of the delta)

增加與內地的航線 (內地航點)

香港與深圳在建設上的合作

The federation aims to protect the interests of Hong Kong entrepreneurs

(Mental blocks stand in the way of true regional integration)

(A new link makes no sense to a key developer of the western delta; financially and ecologically not feasible)

提議廣東省在港珠澳大橋外另建兩條大橋以加強區內聯繫

(HK ppl are more patriotic and aware of Chinese history)

The delta is a manufacturing base. Hong Kong can help the enterprises to tap overseas markets; it's easy for mainland cities to develop hardware such as sky-scrapers and giant convention centres, but it's more difficult for them to build software like transparency of government and market operations, which is the strength of HK)
P.27
經濟導報 (March 31, 2003)
粵港澳合作新框架

P.28
信報 財經新聞第六頁 (March 31, 2003)
珠三角計劃不能各自為政

P.29
SCMP, A9 (March 27, 2003)
Gordon Wu warns rail link may not be viable
(A proposed line over the PRD bridge could be financially risky; opportunities for Airport passenger transport and Disney tourists from mainland)

P.30
SCMP, A7 (March 13, 2003)
Guangzhou’s plan for development Nansha has a green focus
(More consideration to the integration of industries with the environment)

P.31
SCMP, A8 (March 13, 2003)
Arguments continues to rage; separate camps emerged
(The business community is divided on whether it will pay off in the long term)

P.32
SCMP, A8 (March 8, 2003)
Vincent Lo takes a greater China View
(Hong Kong should be the financial and business centre, a dual centre, for the whole of China, not just the Pearl River Delta)

P.33
SCMP. A7 (March 6, 2003)
Top economist calls for China commonwealth
(Hong Kong people’s pragmaticism could help in the establishment of Chinese commonwealth… bringing Taiwan, Hong Kong and the mainland together, which could also recruit other Southeast Asian nations)

P.34
SCMP, 4 (February 26, 2003)
New landing point in HK for delta bridge proposed
(The bridge, which has obtained the blessing of the central government, is expected to fuel further trade, traffic flow and tourism in the Pearl River Delta)
WTO entry makes HK more appealing to foreign firms
(Foreign businesses are significantly more likely to invest in Hong Kong now that China has joined the World Trade Organisation)

Region urged to remove barriers to integration
(the delta needed to foster more of a sense of “regional identity”)
Overseas groups join push to promote area
(European interest in the China market is growing by leaps and bounds. The visit will crystallize business opportunities both for and in the region)

Delta’s leaders need to think boldly
(The infrastructure projects will cost huge amount of money, and the policy-based measures reflect prejudices shared on both sides of border that the two economic systems are too different to drop barriers suddenly or wholesale… leaders need to begin looking at a bigger picture in which both Hong Kong and Guangdong will be facing tough competition from Yangtze delta and burgeoning industrial and financial centres in central China and north-east)
伶仃橋倡接珠海, 經廣西通重慶

Maglev trains ruled out for Pearl River Delta
(Prime consideration is the short distance between GuangZhou and Hong Kong)
Mayor predicts a slower rate of economic growth
(Analysts say China’s limits on capital flows are perhaps the biggest obstacle to creating an international financial centre)

Guangzhou university city to hold 200,000 new students
(Institutions are backing Guangdong’s bid to drive prosperity through education…‘You have to raise people’s quality to have a modern economy’)

Road-rail short cut to the airport is favoured option
(…a 9 km rail-road link built between Tuen Mun and Chek Lap Kok airport, boosting the transport network in the western New territories…It would also strategically serve traffic from the Shenzhen-Hong Kong Western Corridor)

珠三角及重慶冀引港資以助經濟發展

Reclamation of estuary is urged to boost industry
(It is primarily aimed at tackling the growing problem of silting in estuary, which experts warned may caused it to disappear within 150 years if nothing is done)
香港經濟日報 A4 (February 6, 2003)
廣州港發展使港莞的港口合作計劃或有變數

信報 財經新聞第二頁 (February 4, 2003)
香港應繼續當連接內地與西方的橋樑
香港與珠三角融合，香港在服務業上仍佔優

香港經濟日報 A23 (January 28, 2003)
貿易發展局對香港與珠三角融合的建議

香港經濟日報 C7 (January 25, 2003)
香港與珠三角合作的經濟大計 – 應全面向外招攬，招攬中小企業來港成立小型辦事處

香港經濟日報 A3 (January 24, 2003)
香港可助珠江三角洲企業走向世界市場

香港經濟日報 A4 (January 24, 2003)
‘大珠三角經濟組合’ 促進香港，廣東省政府和國際商界的溝通

信報 財經新聞第十二頁 (January 24, 2003)
香港未能真正地與珠三角融合，有競爭的隱憂，香港政府要強化‘法治’與‘兩制’這優勢

香港經濟日報 A4 (January 23, 2003)
香港與珠三角融合，除了硬件外，更要應建立框架讓兩地人交往，交換，交誼

SCMP, A1 (January 22, 2003)
Guangdong governor sees room to improve cross-border efforts
(“We hope that there will be more communication between provincial and SAR leaders to reach consensus and find areas of co-operation.”)
P.60
信報 財經新聞第七頁 (January 22, 2003)
香港要有遠大的眼光，與中國各城市打好關係

P.61
信報 財經新聞第六頁 (January 21, 2003)
香港要凝聚內部力量才去調整對珠江三角洲的策略

P.62
信報 財經新聞第六頁 (January 20, 2003)
與珠三角融合是香港戰略的決策和長期的方向

P.63
香港經濟日報 A4 (January 20, 2003)
香港努力吸引珠三角企業來港
東莞成港腹地，‘養活’十五萬港人

P.66
SCMP, A1 (January 18, 2003)
Shenzhen seeks to avoid HK’s cost blowout
(Shenzhen is keeping a close watch on the costs of doing business in the city to ensure they do not escalate to levels that have made Hong Kong uncompetitive… Labour cost is very high in Hong Kong, So is the cost of land)
(On regional co-operation, Mr Yu said there was too much duplication of industrial facilities, and unhealthy competition among Pearl River Delta cities)

P.67
SCMP, 16 (January 16, 2003)
Nature will have a say in port development
(Guangzhou’s Nansha port plan is made infeasible by silt running into the PRD; Hong Kong and Yantain still have their positions)

P.76
SCMP, 16 (January 13, 2003)
A great tide is about to lift Asia clear of the dead weight of the US economy
(HK will face competition from the mainland, but the whole Asia region will be hyper-export hub)
Tourism bonanza to boost coffers
(With a further relaxation on arrivals form Guangdong, extra income of $1b would be generated from 200,000 visitors)
No major cross-border policy initiated in Tung’s speech
(The bureaucracy is accused of lagging over the vision for an integrated region)
Shenzhen set to be bypassed by bridge
(Tung ruled out the possibility of providing additional link to Shekou, proposed by a study commissioned by the 2022 foundation)

Guandong market needs to be more open, Tung told
(Service industry changes are required to help economic integration)

Environmental chief on a mission for future generations
(Sustainable development)

粵敲定千億建輕軌網方便北上
廣深主軸 2010 建成

A competition that both sides can win
(Both competition and co-operation will be features of the relationship for years to come)/
People deserve a say on the shape of their city
P.7
香港經濟日報, a25 (Oct 24, 2003)
港珠澳橋留空間建鐵路

P.8
SCMP, A4-5 (Oct 18, 2003)
HK professionals ‘could be forced over the border’
SCMP, A12
To sell the delta, its people must believe in it

P.9
SCMP (Oct 21, 2003)
3 regional executive MBA programs in world’s top 50, survey finds
(HK’s potential as a regional education hub)

P.10
SCMP, S (Oct 17, 2003)
Pearl River Delta: as eye on the future

P.11
SCMP, A4 (Oct 14, 2003)
China signs trade pact using Macao as a bridge

P.12
香港經濟日報, A37 (Oct 14, 2003)
綠化香江躋身國際一流都會

P.13
SCMP, A3 (Oct 11, 2003)
Pan-delta economic zone ‘to boost Cepa’

P.14
SCMP, A 14 (Oct 7, 2003)
A different outlook: tourists from across the border are picking up a lot more than bargains in HK: they are learning how our city works and going home with ideas that, some say, will have a subtle but positive effect on the mainland mindset. Gary Cheung investigates
(A political angle)

P.15
SCMP, C1 (Oct 7, 2003)
2100 stop to sign petition to save the harbor/
Get out of central, say planners

P.16
明報, 28 (Oct 7, 2003)
如何建立世界級的文化藝術設施
Suen on the road again and again and again
(Urban planning has instead placed emphasis on roadways designed for cities rather than cities for roadways)

HK aims to become the region’s hub for culture

2030规划提出開放邊境用地選擇

Predictable policies are a rating winner
(Integration with the mainland is not a problem; HK retains the strengths that set it apart from the rest of the country)

Tung’s pollution goals almost met/
Wan chai’s colorful past to go on show at new cinema park

Think-tanks to discuss city’s future at seminar

Guangdong turns new leaf on the environment
(Push for a more coordinated approach to economic development and integration within the delta)

社評：內地人來港置業香港得不償失
Tourism plan to transform Sha Tin river

馮國經：港可成珠三角經濟中樞

Delta cities plot ways to grow together

粵西高速路 06 年通車 銜接港珠澳橋 珠海建樞紐 助港成西南大門

港匯聚優勢強 招粵商設前店 解開粵商束縛來港面向世界

合和銳意建大珠三角高速公路網

Building HK’s future: international youth day

More hotel rooms planned for mainland tourist influx

胡應湘：合和有技術和資金建橋 亦倡建赤鱲角至屯門隧道

香港本是珠三角 融合勢在必行

南沙港定位不與港爭食 主攻內貿攬區內貨轉香港出口
胡應湘建大橋無人可擋

港粵合作切記長三角教訓 地方利益排揑嚴重 重覆建設致惡性競爭 形象工程政績至上 定協調機制乃合作關鍵

粵對建大橋轉積極藏玄機 中央要求抓緊助開發伶仃洋拓港口

Don't be a city of turmoil, HK warned/
Lift cross-border car quota: institute/
Bridge tipped to spur 30,000 extra cross-delta trips daily/
Park-and-ride floated in Macao

溫派員考察 研深港一體化
深擬成港腹地 紓地少成本高困局

黃華華估自由行 港年收五百億

社評: 大珠三角形成 分享發展利益
粵港澳設小組協調大橋前期工作

Super-zone plan unveiled for delta
(To turn the Pearl River Delta region into one of the world’s “economic super-zones”)
P.47
Gouangdong floats idea of EU-style common market

P.48
信報, 1 (JUL 31, 2003)
龐約翰: 執珠三角融合利港
港粵定位已達共識

P.49
SCMP, Cover page (Aug 2, 2003)
Road map to a better and wealthier city

P.50
深圳新定位 配合建「大香港」
中央派員研究 部署整合「二綫」地區

P.51
Opportunity to improve HK must not be missed

P.52
SCMP, A2 (Aug 1, 2003)
Consensus reached on Y-shaped delta link

P.53
香港經濟日報, A4 (Aug 1, 2003)
吳儀督師 協調大珠三角 粵要放下架子 以港為經濟龍頭

P.54
信報, 30 (JUL 31, 2003)
西九龍填海區「冇王管」

P.55
香港經濟日報, A2 (Jul 31, 2003)
港粵協調建碼頭大橋鐵路

P.56
SCMP, A3 (Jul 31, 2003)
Trade talks try to define HK goods
大珠三角五市商討再定位
港穗深佛莞代表抒己見 討論資源整合助港經濟融入內地
學者: 港龍頭地位並不穩

粵新思維 助港變珠三角龍頭
港珠澳橋 CEPA 雨拳出擊

維港填海計劃裁決影響城規會角色

港如新貨總滙 重塑購物天堂
先進產品來得快 無保護主義

Delta sea level to rise sharply, scientists predict

$245m Tang dynasty garden to complement Wong Tai Sin nunnery

Let’s give the United Nations an Asian home
(It’s time to think about a third UN main office. HK would be an ideal location)
Authorities back HK bridge design

Harboring a passion

Harbor group outlines grand plan

$30b of projects put in doubt (Harbor)

粵表態支持建港珠澳橋

禁播《走向共和》胡總傳力保眾官員

長遠規劃第三階段諮詢
明年中可定策略性方向
房屋需求顯著減少

北京本月內公布港珠澳橋計劃
冀趕在港回歸十周年落成

港粵瞄準超大珠三角遠至雲南貴州
Economic zones will need own bridge: agency/ Macao to seek mainland trade pact/ Leaders will head to HK for talks on a tourism revival/ Regional airport chiefs set to discuss co-ordination of services

Central government agency to back bridge

Five-city tours of delta proposed to aid recovery

**HK 2030 Press Cutting Vol. 4**

Guangdong pan-delta plans play down HK

Making HK the smartest city in China

Expert calls for railway line on Delta Bridge (Cross-border flow tipped to top 1m a day by 2030)

HK lagging in growth potential, study shows

New Territories business centre on government drawing board, building a new HK

20pc rise in HK residents working across the border

Lessons from the world’s successful cities
(a sense of soul with an innovative approach to change, enhanced by a diversity of people, activities and places)
P.10
SCMP, A4 (Dec 16, 2003)
Tuen Mun to get cross-border ferry/
New push for Chinese medicine/
HK exports are tipped to slow

P.11
SCMP, S2 (Dec 6, 2003)
Working together to develop HK as the design hub of Asia

P.13
SCMP, A19 (Dec 5, 2003)
High hopes for low-rise future

P.15
SCMP, A2 (Dec 3, 2003)
‘Merchants of Venice’ needed to invest in culture, say scholar
(Western empiricism, explore relations among different civilizations)

P.16
SCMP, P2 (Dec 3, 2003)
Key role for old factories
(Alternatives to facilitate HK’s continued growth, protection of harbor)

P.17
SCMP, A3 (Dec 3, 2003)
Guangdong offers cash for ideas on future for delta

P.19
SCMP, C1 (Nov 28, 2003)
Activists’ plan halves reclamation

P.22
SCMP, A12 (Nov 27, 2003)
Population projection raises many questions

P.23
SCMP, A3 (Nov 26, 2003)
Need for a third runway is signaled/
By 2030, tourists visiting HK may reach 70 million/
Visa-free trade expo foreseen at the border

P.24
SCMP, Cover page (Nov 26, 2003)
More space, fewer people in HK’s future view
Suggestions for HK’s future mapped out
(3 main themes- improving the living environment, making the city more competitive and strengthening its connection with the mainland)

Victoria harbor
(Back to the drawing board)/
Town planning
(Let the people decide)

‘100m people a year needed for rail delta link’

KCRC chief endorses rail over cross-delta Bridge
(A rail link can cope with more passenger flow than a highway)

Project HK adds new civic voice

Reclamation ‘will improve harbor’

Arts development must draw on creative minds
(it would be a mistake to lose sight of the original inspiration: arts development)
Acknowledgements:

The Steering Committee of the Project Hong Kong 2030 of the HKU Convocation would like to sincerely thank the following Alumni, staff, students, and Departments of HKU for their help in completing this study and participating in the research, the survey, the Forum, and the production of this “HKU Convocation Perspective”:

Professor Lap-Chee Tsui, Vice-Chancellor of the University of Hong Kong, for his guidance and support to the Project.

Professor C F Lee, Pro-Vice-Chancellor of the University of Hong Kong, for his support to the Project and delivery of the opening speech for the Forum held on February 21, 2004 in respect of this Project (the “Forum”).

Professor K W Chau, Dean of the Faculty of Architecture, for acting as the moderator of the “Forum”.

Dr Albert Chau of the General Education Unit, HKU, and his colleague, Mr Chung Hing Kwok, in designing, formatting, conducting, and analysing the electronic survey to collect views of HKU Alumni for this Project.

Students of the Department of Architecture in compiling the Newspaper Cuttings forming Appendix C of this Paper.

Development & Alumni Affairs Office (DAAO) of HKU for their organising the Forum, providing venues for meetings, and handling of all correspondences throughout the study, and in particular, Miss Janet Chung, for her acting as the Secretary of the Steering Committee.

All the five distinguished speakers, Mr J P Lee, OBE, Professor Peter Hills, Professor S L Wong, Professor Patrick S S Lau, and Mr Man Cheuk Fei, for their participating in the Forum and delivering their learned views through their speeches.
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