



**The Chinese University of Hong Kong
Campus Master Plan
Stage 1 Stakeholder Engagement Report**

CONTENTS

1.0	EXECUTIVE SUMMARY	1
2.0	OVERVIEW	3
3.0	KEY FINDINGS	6
3.1	Enhancement of University Life	6
	3.1.1 Amenity Facilities	6
	3.1.2 Preferred Locations for New Hostels/ Staff Residence	6
	3.1.3 General Criteria for Selecting Locations of New Hostels/ Staff Residence	8
3.2	Pedestrian Friendly Campus	9
	3.2.1 General Views	9
	3.2.2 Means of Pedestrian Linkage	9
	3.2.3 Improvement to Accessibility	10
	3.2.4 Vehicular Access	10
3.3	Conservation of Heritage	11
	3.3.1 General Principles	11
	3.3.2 Categories for Identification of Campus Heritage	11
	3.3.3 Campus Heritage	11
3.4	Landscape Design	12
	3.4.1 Outdoor Sitting Area for Social Interaction	12
	3.4.2 Appreciation of Existing Open Space	12
3.5	Environmental Sustainability	13
	3.5.1 Green Buildings and Features	13
	3.5.2 Sustainable Campus Development	13
3.6	New Venues for Learning and Research	14
	3.6.1 General	14
	3.6.2 Potential Sites	14
4.0	WAY FORWARD	17
	Appendix A: Summary of Feedback from Engagement Meetings	
	Appendix B: Record of Workshops	
	Appendix C: Record of Forum	
	Appendix D: Summary of Feedback from Individual Stakeholders	
	Appendix E: Result of View Collection Form	
	Appendix F: Result of Online Survey by CUHK Convocation	



CAMPUS MASTER PLAN THE CHINESE UNIVERSITY OF HONG KONG

Stage 1 Stakeholder Engagement Report

1.0 EXECUTIVE SUMMARY

With the objective to gathering information for preparation of a conceptual campus plan, Stage 1 Stakeholder Engagement was conducted together with Stage 1 Campus Master Plan (CMP) Study. Various events were arranged, including a Briefing Session, 6 Engagement Meetings, 3 Workshops, an Alumni Sharing Session and a Forum on conclusions and findings. A View Collection Form was also designed to gauge views from University Members. In addition, an on-line survey was conducted by the CUHK Convocation while individual comments were also received during the engagement period.

The flow of the events and the structure of the View Collection Form follow the proposed six planning principles, namely *Enhancement of University Life*, *Pedestrian Friendly Campus*, *Conservation of Heritage Buildings*, *Landscape Design*, *Environmental Sustainability*, and *New Venues for Learning and Research*. Valuable views and suggestions were received with regard to these important aspects.

The Survey conducted by the CMP Consultant and the Steering Committee had solicited very useful feedback from University Members, supplemented by the online survey targeted at the alumni by CUHK Convocation with overwhelming responses. The in-depth discussion conducted in the engagement events as well as the views collected in previous Preliminary Master Plan Proposal (PMPP) stage provided valuable information to the Team. From the events and surveys, a general consensus was found on the following issues (not exhaustive but arranged in order as set in the View Collection Form):-

Enhancement of University Life

- Provide more convenience facilities and gathering spaces
- Arrange new undergraduate hostels closer to teaching facilities while postgraduate hostels and staff residence relatively distant from the Central Campus
- Enhance accessibility among colleges

Pedestrian Friendly Campus

- Promote pedestrian friendly campus with improved accessibility by express lifts and cascading building design
- Improve certain existing pedestrian links for safety and security

Conservation of Heritage Buildings

- Conserve built heritages which contribute to the University image and identity or which have special architectural styles or memorial values
- Explore adaptive reuse of built heritages

Landscape Design

- Conserve existing natural water streams and trails
- Minimize tree felling and maximize green area

Environmental Sustainability

- Harmonize new developments with existing natural setting
- Encourage green building design

New Venues for Learning and Research

- Plan most of the teaching facilities closer to the Central Campus, while research facilities can be relatively remote from it

Diverse views were also received on some issues such as a need for additional catering and recreational facilities, preference for using escalators and covered walkways for enhanced accessibility and implementation of vehicle restricted areas etc. Through direct communication with various stakeholders in the engagement events, the Team is aware of their concerns and will endeavor to study the feasibility of the suggestions in order to prepare a balanced proposal, by also taking into account the advice from other professional sub-consultants.

A conceptual CMP, with preliminary massing study, vehicular and pedestrian traffic plans, landscape strategy plan and proposed guidelines on heritage conservation, will be presented to University Members, tentatively in September 2008, when Stage 2 Stakeholder Engagement will also be conducted.

2.0 OVERVIEW

In order to develop the CUHK Campus Master Plan (CMP), a 4-stage study was launched since late February 2008 with the Stage 1 CMP initiated shortly after the appointment of CMP Consultant Team in the end of February 2008, focusing on gathering information and inception planning.

To collect views effectively, Stage 1 Stakeholder Engagement was also launched in parallel with the Study. A Briefing Session was held on 10 March 2008, which allowed the participants to learn about the progress and details of the CMP as well as the schedule of upcoming consultative workshops. A series of engagement meetings, workshops and a forum with the University community were then conducted in March and April 2008 to gather more in-depth comments from the stakeholders, including students, alumni, teaching and non-teaching staff. A View Collection Form was specially designed to gauge views from University Members.

In summary, the various channels for collecting views in the Stage 1 Stakeholder Engagement are:-

- 1 briefing session
- 6 engagement meetings
- 3 engagement workshops
- 1 engagement forum
- 1 alumni sharing session
- View collection survey by CMP Consultant and Steering Committee supplemented by another online survey by CUHK Convocation
- Individual views expressed to CMP Steering Committee

A list of the Stage 1 Engagement Events can be found on the dedicated website for the CMP (<http://www.cuhk.edu.hk/cmp/en>)

Engagement Meetings

6 engagement meetings have been arranged for the stakeholders during the engagement period. The format of the meetings was casual so as to encourage active discussion among the participants. Stakeholders' views provided in each meeting were recorded and can be found on the CMP website (<http://www.cuhk.edu.hk/cmp/en>). A summary of views collected in all these 6 meetings has also been prepared and attached in **Appendix A** of this Report.



Engagement Meetings

Engagement Workshops

3 engagement workshops were held respectively on 5, 7 and 8 April 2008 for more in-depth discussions on the key issues of the campus master planning. The Team presented the study background, various concerns and constraints of the campus planning, as well as some preliminary thoughts on issues like new venues for teaching and research facilities. Participants were divided into groups to discuss the key issues, with assistance of a facilitator assigned for each group. A short presentation by each group was also arranged. Summary of the records made in the workshops can be found in **Appendix B** of this Report.



Engagement Workshops

Engagement Forum

A forum was arranged on 11 April 2008, in which the Team presented the summary of findings and preferred options discussed in the workshops. The short presentation was then followed by an open question and answer session. A summary record of this forum can be referred to **Appendix C** of this Report.

Surveys and Written Submissions

Apart from those views collected in the events, stakeholders' views were collected by means of View Collection Form. This survey was uploaded to the dedicated CMP website between 8 April 2008 and 14 May 2008. The survey was supplemented by another online survey conducted by the CUHK Convocation to CUHK alumni. Comments from individuals were also welcome and stakeholder's views could be expressed to the Steering Committee via mail, fax and email at any time. A summary of the individual comments received can be referred to **Appendix D**.

In the survey conducted by the CMP Consultant and Steering Committee, a total of 118 responses were collected, of which 12% of the respondents have attended at least one of the Stage 1 Engagement activities. Most of the rest submitted the form via the CMP website: 80.3% of these 118 respondents are students; 12% are alumni; 6.8% are teaching staff and 0.8% belong to the “others” category. A summary of the feedback received can be referred to **Appendix E**. There were also overwhelming responses from the alumni to the online survey conducted by the CUHK Convocation. A summary of the feedback received can be referred to **Appendix F**.

A wide spectrum of respondents is evident as active responses have been received from students in the survey conducted by the CMP Consultant and Steering Committee as well as from alumni via the Convocation’s survey. Although responses from teaching and non-teaching staff do not represent large percentage, most of the written suggestions and proposals were submitted by staff. The Team also values their active participation in various sessions of engagement meetings, in which they presented not only individual opinions, but also views and needs of the departments and faculties.

All stakeholders’ participation allowed the Team to understand the views, suggestions and aspirations from different angles, which are valuable and important in formulation of the CMP.

3.0 KEY FINDINGS

This Section summarizes the key findings from the above-mentioned channels of views collected in Stage 1 Stakeholder Engagement. The structure of this Section follows the flow of the questions set in the View Collection Form issued by the CMP Consultant and Steering Committee.

3.1 Enhancement of University Life

3.1.1 Amenity Facilities

(a) Strongest Request

Regarding the needs of new amenity facilities, about 42% of respondents strongly agreed to increase the number of **convenience facilities** like **bookstores, coffee shops, tuck shops** etc. (refer to survey result Part I A1, Appendix E). Similar feedback was also received during the engagement workshops.

(b) Other Strong Requests

Apart from convenience facilities, about 26.3%, 22.9% and 19.5% of respondents in the survey strongly agreed to increase the number of **social gathering spaces, exhibition & performance areas** and **self-study areas** respectively (refer to survey result Part I A1, Appendix E). Similar views can be observed from the result of the CUHK Convocation Survey (refer to convocation survey result Question 10, Appendix F).

(c) Diverse Views

(i) Diverse views were received regarding the needs of more **canteens/restaurants**. About 35.6% of respondents agreed that there are sufficient canteens/ restaurants while 30.5% of respondents disagreed (refer to survey result Part I A1, Appendix E). Some participants in the engagement workshops commented that the provision of the catering facilities in the entire campus may be sufficient; however, since most students dined in the Central Campus, overcrowding problem has arisen.

(ii) Another category which received diverse views is the needs of **indoor/outdoor recreation facilities**. About 33.1% of respondents agreed that there are sufficient indoor recreational facilities while 30.5% of respondents disagreed. About 32.2% of respondents agreed that there are sufficient outdoor recreation facilities while 37.3% of respondents disagreed (refer to survey result Part I A1, Appendix E). Some participants in the engagement meetings voiced out a need for an indoor swimming pool; while some proposed that the existing outdoor pool could be redeveloped to new teaching facilities or hostels if an indoor pool would be provided. Suggestion on providing a new sports complex was also received (refer to individual feedback item 14, Appendix D).

3.1.2 Preferred Locations for New Hostels/ Staff Residence

(a) Proposed Sites A-F

There is a general consensus in the opinions received in the survey and workshops.

(i) Site A

About 57.4% of respondents in the survey considered that Site A is suitable for **post-graduate hostels**; only 31.3 % of respondents considered that it is suitable for undergraduate hostels (refer to survey result Part I D1, Appendix E). The result obtained in the engagement

workshops was relatively diverse, in which 50% agreed that Site A is suitable for post-graduate hostels while another 50% expressed that this site is suitable for undergraduate hostels (*refer to Stage 1 Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). This Site is considered a bit remote from the Central Campus, and with its close proximity to some existing postgraduate hostels, this Site is therefore considered for postgraduate hostels by the majority.

(ii) Site B & C

About 64.9% and 67.8% of respondents in the survey considered that Site B and C are suitable for **undergraduate hostels** respectively (*refer to survey result Part I D1, Appendix E*). Similar result was obtained in the engagement workshops in which no groups supported these sites for postgraduate hostels or staff residences (*refer to Stage 1 Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). Both Site B & C are considered suitable given their contiguity to the Central Campus, thus favoring the implementation of facilities for shared use.

(iii) Site D & E

About 63.5% and 57.9% of respondents in the survey considered that Site D and E are suitable for **staff residence** respectively; while 48.7% and 46.5% of respondents considered that Site D and E are also suitable for **postgraduate hostels** respectively (*refer to survey result Part I D1, Appendix E*). However, participants in the Engagement Workshops showed much preference to staff residence. Nine groups agreed that both Site D and E are suitable for staff residence while only three groups felt that they are also suitable for post-graduate hostels (*refer to Stage 1 Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). Both Site D & E are preferred to be developed as staff residence for their locations are remote from the Central Campus.

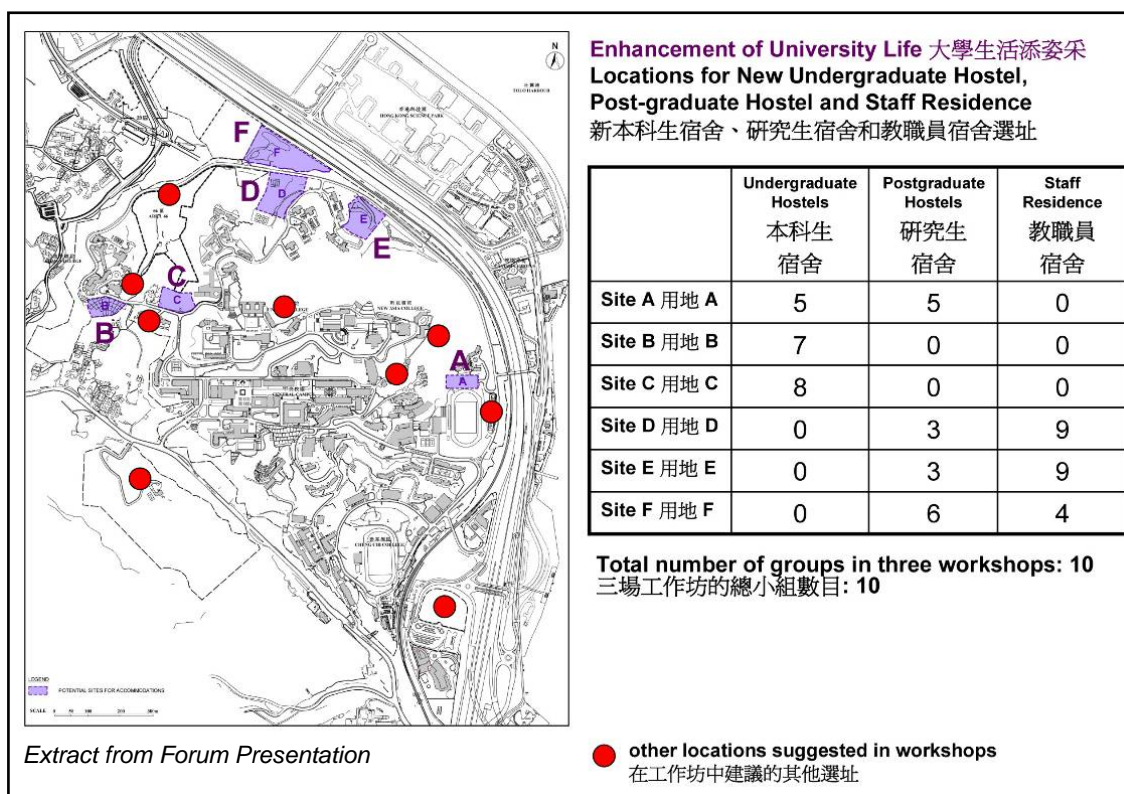
(iv) Site F

About 49.6% of respondents in the survey considered that Site F is suitable for **staff residence**; while 40.0% of respondents considered that it is also suitable for **postgraduate hostels** (*refer to survey result Part I D1, Appendix E*). The views collected in the Engagement Workshops are similar but in different order. Six groups agreed that Site F can be developed as postgraduate hostels while only 4 groups felt that it is suitable for staff residence (*refer to Stage 1 Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). Such preference for either staff residence or postgraduate hostels is believed to be the result of the site's remote location from the Central Campus.

Some participants in the Engagement Workshops stated that Site F is only suitable for post-graduate hostels if Area 39 will be developed as research campus.

(b) Other Sites

Nine other locations were suggested in the Engagement Workshops, such as area at east of the Sir Phillip Haddon Cave Sports Field and area near the existing Minor Staff Quarters etc (*refer to Stage 1 Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). These locations will be further considered in coming stages of Study.



3.1.3 General Criteria for Selecting Locations of New Hostels/ Staff Residence

- (a) **Ease of Access for Undergraduate Hostels**
According to the survey results and the opinions received in the Engagement Workshops, there is a general consensus that the location of undergraduate hostels is preferred to be **closed to the Central Campus** and with **convenient access** to the Central Campus. Referring to the survey result, about 29.7% of respondents “strongly agreed” and 51.7% “agreed” that under-graduate hostels shall have ease of access respectively (refer to survey result Part I B2, Appendix E).
- (b) **Convenient Linkage among Colleges**
44.9% of respondents in the survey strongly agreed that convenient **pedestrian links among colleges** are important (refer to survey result Part I B1(i), Appendix E). While there is a high percentage of respondents who supported new colleges Morningside College, SH Ho College & Lee Woo Sing College of CUHK to be planned as a cluster (totally 52.6% strongly agreed and agreed, refer to survey result Part I B1(v), Appendix E), the percentage of respondents who agreed to plan the new colleges Morningside, SH Ho & Lee Woo Sing of CUHK close to the existing colleges is relatively less. Only 41.6% of respondents strongly agreed and agreed to this item (refer to survey result Part I B1(iv), Appendix E).
- (c) **Post-graduate Hostels and Staff Residence**
From the responses received in the survey and Engagement Workshops, there is a general consensus that both post-graduate hostels and staff residence can be located **away from the Central Campus**. Post-graduates are regarded as having fewer needs to transport from place to place for classes while staff may have their own cars for commuting.
Other opinions were also received during the Engagement Workshops and Meetings regarding staff residence planning. For example, participants suggested that the University should review the housing allowance policy so as to reduce the space demand within the campus.

Conclusion & Way Forward

To meet the needs of increasing number of students and staff under the four-year normative undergraduate curriculum, the Consultant Team will carefully examine the potential sites for new hostels and staff residences. The Team shares the University's aspiration on enriching students' experience; and understands the importance of communication among students, which was also suggested by many stakeholders. While convenience may be one of the concerns for selecting sites of new hostels, connection between colleges is also important to enhance students' communication. In this regard, the Team will explore the feasibility of a cluster of colleges in the CMP.

A consensus on new postgraduate hostel locations was observed. The vacant land Area 39 and its surrounding area for postgraduate hostel development were most favoured. Area 39 was also regarded as a site suitable for research facilities, which are essential for a leading comprehensive research university.

The Team also notes the various views on amenities and recreational facilities. The CMP will set the guiding planning framework for the entire campus, while the details will be worked out subsequently by relevant departments/committees of the University at a later stage.

3.2 Pedestrian Friendly Campus

3.2.1 General Views

There is a high percentage of respondents who supported the promotion of a walking campus. About 26.5% and 38.5% of respondents, giving a total of 65%, strongly agreed and agreed to promote such **walking campus** so as to relieve the demand of shuttle bus/ meet-class bus and stress on road traffic (*refer to survey result Part II A1, Appendix E*).

3.2.2 Means of Pedestrian Linkage

(a) Express Lifts in Buildings and Cascading Design

Regarding the means of pedestrian linkage, using new developments themselves to enhance accessibility is the most preferred option (*refer to survey result Part II A2, Appendix E; and Question 6 of CUHK Convocation Survey at Appendix F*). Examples include providing **express lifts** inside buildings for vertical connection. Cascading development is voted as a preferred means in catering for the level difference. About 19.7% and 50.4% of respondents, giving a total of 70.1%, strongly agreed and agreed that **cascading design** is desirable for linking various levels (*refer to survey result Part II A2, Appendix E*).

(b) Devices Not Interfering with the Nature Environment

- (i)** According to the survey result, the opinions towards the use of **covered walkway** along pedestrian linkage are much diverse. There are 43.6% of respondents who strongly agreed and agreed that covered walkway is a desirable means; while 33.3% of respondents strongly disagreed and disagreed to it (*refer to survey result Part II A2, Appendix E*). Some participants in the Engagement Workshops reflected that **natural tree shading** is more preferred than covered walkway.

- (ii) There are also diverse views regarding the use of escalators in the campus. About 44.5% of respondents strongly agreed and agreed that **escalator** is a desirable means of pedestrian linkage, yet there are 36.8% of respondents who strongly disagreed and disagreed to it (*refer to survey result Part II A2, Appendix E*). Similar diverse results can also be observed in the CUHK Convocation Survey (*refer to Question 6 of CUHK Convocation Survey at Appendix F*). According to the discussions in the Engagement Workshops and Meetings, some participants expressed that escalators may be acceptable if it can be harmonized with the environment while some worried about the maintenance and operation costs.
- (c) Improvement on Existing Pedestrian Walkways
There are high percentage of respondents strongly agreed and agreed that **lighting, safety measures** and **width of walkway** should be improved (*refer to survey result Part II A3, Appendix E*). Similar comments were also received in the Engagement Meetings and Workshops.

3.2.3 Improvement to Accessibility

Regarding the open question of identifying areas for improving accessibility, 19 respondents gave feedback over the total number of 118. Among the 19 feedback, most of them suggested improving the following pedestrian linkages (*refer to survey result Part II A4, Appendix E and Records of Engagement Workshops and Meetings, Appendix A & B*)

- (a) Accessibility between Ho Sin-Hang Engineering Building and natural stream area (小橋流水) at Chung Chi Campus
- (b) Accessibility from existing colleges (New Asia College, United College and Shaw College) to the Central Campus
- (c) Accessibility from the University Station through Pond Crescent to the Central Campus. It was claimed that the existing footpath is too narrow.

Other suggestions were also received regarding an enhanced linkage from Chung Chi Campus to the Central Campus (*refer to individual feedback item 5, Appendix D*).

3.2.4 Vehicular Access

- (a) Shuttle Bus/ Meet-class Shuttle Bus Service
13 responses were received to the open question regarding the current shuttle bus/ meet-class bus service. Among the responses received, most of them suggested enhancing existing services, including frequency of buses, extension of service hours, increasing bus services on holidays and providing more buses to areas, such as Shaw College. (*refer to survey result Part II B2, Appendix E and Records of Engagement Workshops and Meetings, Appendix A & B*).
- (b) Vehicular Free Zone
Diverse views were received regarding the defining of vehicular free zone in the campus. Referring to the survey result, there is an opinion stating that such zone is not necessary in the open question (*refer to survey result Part II A5, Appendix E*). However, there is a high percentage of respondents in favor of limiting private car access. About 27.6% and 34.5% of respondents, giving a total of 62.1%, strongly agreed and agreed that private car access can be limited. Nevertheless, as there are 9 respondents who answered the open question; the opposition weighs far less than the supportive views.

Conclusion & Way Forward

The Consultant Team will review the existing pedestrian accessibility and vehicular traffic on campus for preparing the Stage 2 Conceptual CMP.

Apart from referring to the stakeholders' views on their preference for connection devices, the Team will study the feasibility with reference to the site topography, anticipated pedestrian flow and capacity, surrounding environment, cost etc. The Team will also prioritize the various proposed enhancements. The pedestrian network is the key aspect to be reviewed in the CMP Study while such items as improving paving materials and lighting are regarded as details for future implementation.

Regarding vehicular traffic, the review will include not only shuttle bus service, but also the vehicular road network, vehicular movement, parking space provision and location, as well as other related issues, such as environmentally friendly issues and pedestrian safety.

Pros and cons of each proposal in the CMP will be carefully examined. For example, increasing shuttle bus number and frequency should be considered together with air and noise pollution issues, as well as traffic capacity of the existing road network. The Team will also take into account the whole campus road network system, other statutory and practical issues including access for the disabled, goods delivery, and implementation method etc. for suggestions on vehicle-free zone.

3.3 Conservation of Heritage

3.3.1 General Principles

- (a) According to the views collected in the Engagement Workshops, conservation of buildings is preferred to be considered in a **group / cluster**, instead of simply conserving one single building.
- (b) Many participants in the Engagement Workshops also showed concerns about conserving the **University image**, such as protecting the existing **skyline** when viewed from the University Station and the Mall. Some agreed **adaptive reuse** of built heritage but the **external images** (i.e. The façade and the site context) shall be conserved (*refer to survey result Part III B1 & 2, Appendix E*).

3.3.2 Categories for Identification of Campus Heritage

Regarding the four proposed categories for identification of campus heritage, namely “buildings with long history”, “buildings/places contributing to University Image/ Identity”, “building/places acquire memorial value” and “buildings with special architectural style”, there are almost 80-95% of the respondents who strongly agreed or agreed to each of these categories (*refer to survey result Part III A2, Appendix E*).

3.3.3 Campus Heritage

Regarding the open question of identification of buildings to be conserved, the respondents of the survey conducted by CMP Consultant and Steering Committee and those of CUHK Convocation survey shared similar views (*refer to survey result Part III A1, Appendix E; and Question 4 of CUHK Convocation Survey at Appendix F*):

Central Campus	The Mall and adjacent buildings (including University Library, Science Centre and University Emblem, Institute of Chinese Studies, University Administration Building, the Beacon & the Forum)
Chung Chi Campus	College Chapel, Chung Chi Tang, Ying Lin Tang, Hua Lien Tang, Ming Hua Tang, Weiyuan Lake, Lingnan Stadium & Sports field
New Asia Campus	New Asia Water Tower & the Statue of Confucius, New Asia Pavilion, New Asia Concourse, Ch'ien Mu Building, Humanities Building, Cheng Ming Building and the Plaza Area in front of Chi'en Mu Building
Shaw Campus	The College Sculpture
United Campus	United College Water Tower, Adam Schall Residence and Lawn area in front of the building, Lawn area in front of Library
Other Areas	The University Entrances at Tai Po Road

Comparing the number of responses received to this question in the CUHK Convocation Survey, it is observed that most responses focus on Central Campus and Chung Chi Campus (refer to *Question 4 of CUHK Convocation Survey at Appendix F*).

Conclusion & Way Forward

The Team shares University Members' concerns on built heritage conservation. Various means of conserving those buildings with heritage value will be explored, such as adaptive reuse and strategic renovation. A guideline on campus heritage conservation will be established for future campus development.

3.4 Landscape Design

3.4.1 Outdoor Sitting Area for Social Interaction

According to the survey result, there are diverse views regarding the current provision of outdoor sitting-out areas. The percentage of respondents agreeing that there are sufficient sitting-out areas at Central Campus, Chung Chi Campus, New Asia Campus and United Campus is similar to the percentage of those disagreeing to it.

Regarding Shaw College and the area near the University Station, more respondents opined that there are insufficient outdoor sitting-out areas (*refer to survey result Part IV 2, Appendix E*).

3.4.2 Appreciation of Existing Open Space

(a) Lawns and Trees

From the survey, most respondents rated 'increase number of lawns and trees' as the most desirable improvements to the existing campus (*refer to survey result Part IV 1, Appendix E*). Many respondents also showed appreciation to the lawn areas at United College and Weiyuan Lake (*refer to survey result Part IV 4, Appendix E*).

(b) Natural Landscape

Among the 26 responses to the open question about the most appreciated open spaces/ green areas, most of them voted the **natural stream area** and **Weiyuan Lake** as the best open spaces in the campus. (*refer to survey result Part IV 4, Appendix E*). Walking along the **natural trail** is also regarded as an alternative means of transport between lessons. About 21.6% and 55.2% of respondents

strongly agreed and agreed that the idea of natural trail can be further developed to cover more places in the campus (*refer to survey result Part IV 6, Appendix E*).

(c) Area for Improvement

Fifteen responses were received to the open question about improvement to existing open spaces. Among this feedback, most of them suggested that the Mall can be improved. Referring to the closed question specifically about **Mall** improvement, almost 80% of the respondents strongly agreed or agreed to plant more trees, add more greenery and sitting-out area to the Mall (*refer to survey result Part IV 3 & 5, Appendix E*).

Among those 15 responses, another major comment received is about improvement to the area in front of the **Statue of Confucius** and **the waterfall**. **Water quality of Weiyuan Lake** was also mentioned by some participants in the Engagement Workshops.

Conclusion & Way Forward

A general consensus has been found that most University Members appreciate more open area with greenery for social gathering or better walking experience. The Team will take the views into consideration for formulation of a green and sustainable campus master plan.

3.5 **Environmental Sustainability**

3.5.1 **Green Buildings and Features**

There is a general consensus that sustainable design features should be encouraged in the campus buildings. All the items listed, namely “roof garden”, “sun shading device”, “natural lighting”, “natural ventilation”, “natural shading by trees/slopes”, “south-facing façade” and green terrace”, were voted as ‘strongly agree’ or ‘agree’ by about 60-90% of respondents (*refer to survey result Part V A1, Appendix E*).

Regarding the existing green building in the campus, some respondents showed appreciation to the existing roof garden of Lady Shaw Building (*refer to survey result Part V A2, Appendix E*).

3.5.2 **Sustainable Campus Development**

A high percentage of respondents agreed to the importance of **appropriate building density and height**. More than 95% of the respondents strongly agreed/ agreed that **harmony** between the buildings and **natural setting** and **preservation of views** are important to a sustainable campus development (*refer to survey result Part V B1, Appendix E*).

Energy saving design is also proposed as an important item for sustainability (*refer to survey result Part V B2, Appendix E*).

Conclusion & Way Forward

To ensure a balanced and sustainable development of the University campus in the coming decades, the Team will recommend potential sites for future new developments which not merely meet the demand of increased spaces, but also harmonize with the existing campus environment.

The Team will also lay down development guidelines, providing reference for future architects engaged in specific projects, to ensure the vision of the CMP can be realized. The guidelines will not be limited to building height and density, but also include green building devices.

3.6 New Venues for Learning and Research

3.6.1 General

- (a) Generally the respondents accept the occupancy of existing open spaces for new buildings for teaching/research facilities. About 40.4% of the respondents strongly agreed/agreed to it; while 38.5% of the respondents were neutral (*refer to survey result Part VI A 4, Appendix E*). However, the new developments should be harmonized with the surrounding environment. Over 80% of the respondents strongly agreed/agreed to it (*refer to survey result Part VI 3, Appendix E*).
- (b) **Accessibility** is another major concern regarding the site selection for new teaching/research facilities. Over 88% of the respondents strongly agreed/agreed to it (*refer to survey result Part VI A 3, Appendix E*).
- (c) **Teaching facilities** are also proposed to be built into **cluster within the main campus**. Almost 70% of the respondents strongly agreed/agreed to build the facilities closer, perhaps due to transport time savings between lessons. Over 50% the respondents strongly disagreed/disagreed to build new teaching facilities outside campus (*refer to survey result Part VI A 4, Appendix E*).
- (d) Research facilities, on the contrary, are accepted to be built outside campus. About 67.5% of the respondents strongly agreed/agreed to build such facilities outside campus (*refer to survey result Part VI 4 A, Appendix E*)

3.6.2 Potential Sites

(a) Site 1

It is acceptable by most respondents to develop Site 1 for either teaching or research facilities. About 51.8% of the respondents agreed that Site 1 is suitable for teaching facilities while 43.8% felt that it is also suitable for research facilities (*refer to survey result Part VI A2, Appendix E*). Comparing with the results obtained in the Engagement Workshops, more participants suggested that it is more suitable for **teaching facilities** (10 groups) than research facilities (only 2 groups) (*refer to Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). As Site 1 is close to the University Station, some participants in the Engagement Workshops proposed that teaching facilities for non-residence students or part-time students can be developed (*refer to Record of Engagement Workshops, Appendix B*).

(b) Site 2

While about 54% of respondents strongly agreed that Site 2 can be developed for new teaching facilities, 22.5% of respondents felt that it is **not suitable for any new buildings** (*refer to survey result Part VI A2, Appendix E*). The opposition to

any new developments is much clear in the Engagement Workshops (*refer to Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). Participants stated that the view and the greenery will be adversely affected if Site 2 is developed with new buildings.

(c) Site 3

Site 3 was voted with the highest percentage (60.2%) among 5 proposed sites as a suitable site for **teaching facilities**. It may be due to its close proximity to the Central Campus (*refer to survey result Part VI A2, Appendix E*).

(d) Site 4

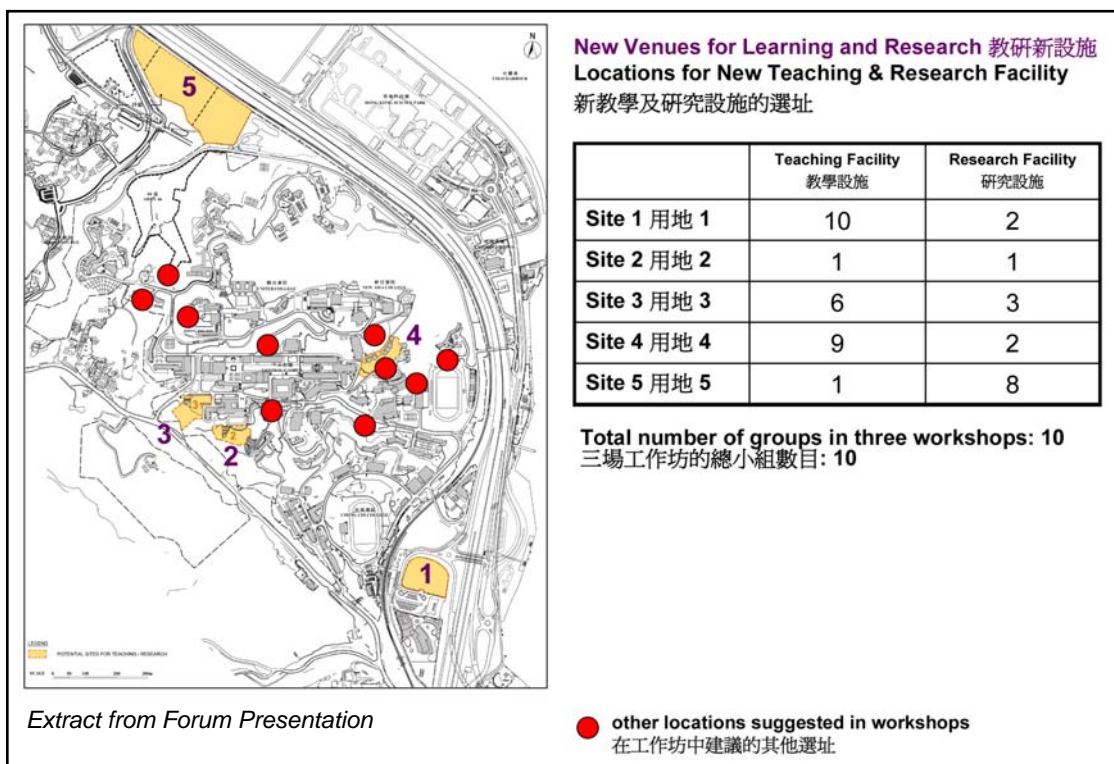
The result obtained from the survey for Site 4 is similar to Site 3. About 57% of the respondents voted that Site 4 is suitable for **teaching facilities**. It may be due to its close proximity to the Mall (*refer to survey result Part VI A2, Appendix E*).

(e) Site 5

Site 5 is regarded as a site more suitable for **research facilities** than teaching facilities. About 68.8% of the respondents voted it as a suitable site for research buildings (*refer to survey result Part VI A2, Appendix E*). It may be due to the concern about accessibility and insufficient supportive facilities as Site 5 is relatively far away from the main campus and the University Station.

(f) Other Sites

10 other locations were suggested for consideration in the Engagement Workshops (*refer to Forum Presentation at <http://www.cuhk.edu.hk/cmp/en/>*). These sites will be reviewed in the coming stages of Study.



Conclusion & Way Forward

A consensus has been found in supporting to develop some of the potential vacant sites for teaching or research facilities. Area 39 is particularly supported for developing into a research hub, which will advance the University's aspiration in being a leading comprehensive research university in the region. The vacant land next to University Station is also regarded as a potential site for teaching facilities by most of the University Members. Due to its close proximity to the railway station and transportation interchange, the Team will review the feasibility of developing it into facilities for non-resident students.

4.0 WAY FORWARD



The objectives of gathering information and collecting views in Stage 1 Stakeholder Engagement have been achieved. The engagement events provided not only valuable opportunities for the Consultant Team to communicate directly with a wide spectrum of University Members in obtaining their opinions, identify their aspirations and needs; they were also occasions where different views could be shared. Through the various events and the surveys conducted, the importance of various planning principles like enhanced accessibility and heritage conservation were agreed; a general consensus was also found on issues like possible site selection for hostels and research facilities. The Team has also gained more awareness of different concerns from various parties through the engagement events.

The comments and suggestions collected are being reviewed and their feasibility and implications for the CMP are also being analyzed. In the meantime, the Team is studying the campus context and constraints as well as other necessary considerations, with professional inputs from other sub-consultants, such as traffic engineers. For view-splitting issues, the Team will endeavor to propose a balanced solution, considering the professional advice from within the Team. An example to illustrate is the diverse views on outdoor escalator. Some stakeholders opined that it would be an effective means to provide comfortable pedestrian link while some stakeholders were concerned about its impact on the natural campus setting. With the inputs from the traffic engineer, the Team will investigate the current and future pedestrian flow pattern on campus; and review any critical locations where escalators will be the best solution to enhance accessibility. The Team appreciates the existing campus environment and ensures that all proposed new installations and developments will integrate with the natural setting. Advice from other University Members on operation and maintenance issues will also be considered.

The valuable information collected in Stage 1 Stakeholder Engagement is useful in establishing concepts and directions of the conceptual CMP, which will be presented to the University Members tentatively in September 2008. The conceptual CMP will also be supplemented by preliminary massing study, vehicular and pedestrian traffic plans, landscape strategy plan and proposed guidelines on heritage conservation.

With such a successful experience gained in Stage 1 Stakeholder Engagement, a series of engagement meetings and workshops will be organized in the coming Stage 2

Stakeholder Engagement, when the conceptual CMP is presented. Views on the conceptual CMP will be collected from all University Members through engagement events and view collection form. The participation of and support from the stakeholders will be important to the Team as the conceptual CMP will be developed by end of 2008 into a detailed and final CMP that will best accommodate the common vision of all University Members.

Both the consultation process and the final outcome are important to the University in the formulation of a sustainable CMP. The Consultant Team and the Steering Committee encourage and welcome University Members to continue participating actively in this Study.