



**The Chinese University of Hong Kong  
Campus Master Plan  
Stage 3 Stakeholders' Engagement Report**

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## THE CHINESE UNIVERSITY OF HONG KONG CAMPUS MASTER PLAN

### Stage 3 Stakeholders' Engagement Report

#### 1.0 OVERVIEW

Throughout the stages 1 and 2 consultations with the University community, a number of well established occasions such as engagement meetings, seminars, and online surveys have been an integral part of the process of research and planning adopted by the University and the Consultant Team. This approach continued in Stage 3.

The Stage 3 Stakeholders' Engagement Activities were organized with the objectives to

1. present the master planning vision and six precepts to stakeholders
2. collect views and address concerns on the six precepts.

Three seminars were held from 20-22 January 2009. A summary of questions raised and the Consultant Team's responses is appended as **Appendix A**.

To introduce the six planning precepts, the Consultant Team uploaded a consultation summary on the CMP website and distributed it with hard copies of their presentation slides at the seminars. They also illustrated the six precepts by means of display boards and a campus master plan model which were exhibited at the seminar venue and other venues on campus during and after the engagement period.

In addition to distributing the Stage 3 questionnaire at the seminars, the Consultant Team also conducted a survey on the CMP website to collect views online during the month of February. The survey result is appended as **Appendix B**.

During the engagement period, individual stakeholder's views were received. A summary of views expressed and Consultant Team's responses is attached as **Appendix C**.

To illustrate how the Consultant Team translates the planning visions into the campus development recommendations, two tours entitled "CU Culture Trail / A Pedestrian-Friendly Campus Guided Tour", jointly sponsored by the Steering Committee on Campus Master Planning and the Office of the Arts Administrator, were organized on 14 March 2009. The CMP consultant and docents played the role as escort guides and introduced the campus master plan precepts and the CU Culture Trail to the participants.

All of the above activities, their records and related details can be viewed at the dedicated website for the CMP (<http://www.cuhk.edu.hk/cmp/en>).



## 2.0 KEY FINDINGS

This section summarizes the key findings collected in the Stage 3 Stakeholders' Engagement. The flow of this section follows the order of the "Master Planning Visions" presented by the planning consultant, Mr. Edward Cullinan, at the seminars.

### 2.1 Conserving Places of Value

Views collected from various channels indicated that stakeholders welcomed the idea of establishing a mechanism in conserving the places of value and they fully supported the proposal of establishing and maintaining a list of "Places with cultural significance". A large percentage of the respondents of the survey also supported the proposal of conducting an assessment for interventions on architecture and cultural landscape. In addition, some stakeholders regarded that assessment should be conducted by independent consultant.

#### ***Conclusion***

The Consultant Team recommends the University to establish a methodology to identify places with unique values and should be conserved. Assessment and implementation procedures will be outlined in their final report to the University.

### 2.2 Places for Academic & Recreational Activities

From the seminar discussions, the survey result and dialogue with stakeholders during the guided tour, the Consultant Team conceived that the stakeholders generally accepted the 6 identified potential development areas within the main campus and two off campus areas as ideal places for future development. The survey result showed that stakeholders hold different degree of support of the development of different site. For example, nearly all respondents supported that the Romney Stores site be converted to an indoor sports complex site while only about half of the respondents supported the proposed development at Village Path.

Regarding the proposed development options for the Arts and Humanities Hub, respondents of the survey preferred Option A (enhancing the landscape and implementing addition and alteration works) to Option B (redeveloping Fung King Hey Building).

#### ***Conclusion***

The Consultant Team's vision is to formulate a comprehensive plan for the campus for future development. The Consultant strives to preserve and enhance the identities and the usefulness of existing academic facilities, strengthen connectivity between existing and new facilities, promote walking by providing vertical transportation devices, give priority to pedestrians over vehicles and create faculty zones to achieve physical proximity and obtain the benefits of interdisciplinary collaboration. Bearing this in the studies and taking into stakeholders' views into consideration, the Consultant Team will recommend a development plan by phase and translate the proposal into design parameters for the identified sites. The design parameters will include recommendations on development intensity, height, orientation and scale for new buildings. It will serve as the guideline for further development.

### 2.3 Enhancing College Life

Views expressed during the Stage 2 and Stage 3 stakeholders' engagement activities were consistent. Stakeholders supported the "college neighbourhood" concept, the proposal on two new colleges to be located on the high-level precinct, and the idea of



sharing facilities among colleges. Provision of learning commons on campus was regarded as a good solution to address the shortage of common areas for social gathering, group discussion and self study. Some suggested that learning commons should be available in both new development and in existing buildings for the benefit of students in general and non-residential students in particular.

### **Conclusion**

The Consultant Team recommends the University to continue develop the college system in providing the best environment for college experience. In their report to the University, they will list their recommendations on new college sites and plans on college linkage and new shared facilities as well as options to existing colleges for possible enhancement depending on their development plan and resources available.

## **2.4 A Landscape of Vital Importance**

Stakeholders raised that the campus lacks open spaces that could serve as a social gathering place. They supported the ideas of providing more new courtyards, piazza and roof gardens at the potential development sites, and the integration of new open spaces with existing ones on campus.

The stakeholders also welcomed the proposal on establishing nature trails on campus. The two trails (i.e. a nature trail from United College to Area 39 and another from Eastern Outlook to Eastern Campus) received overwhelming support in the survey.

### **Conclusion**

The Consultant Team is targeting to create a “Green and Humanistic Landscape Framework”. In the final report, stakeholders’ aspiration will be addressed. Recommendations on greening strategy, nature trail and new open spaces proposals will be made. The planning of new open spaces will form part of the planning parameters of the identified potential development sites.

## **2.5 Creating a Pedestrian Friendly Campus**

The stakeholders greatly supported the idea of developing a “walking campus”, and most of them also supported the 3 proposed routes presented in the planning precept.

Regarding the proposal on the introduction of “Park n Ride” facilities and “Vehicular-free” zone, the stakeholders generally agreed with the planning objective of reducing vehicular traffic on campus to reduce air pollution and enhance road safety. Discussions at the seminars brought out the understanding that implementation of a “Park n Ride” and “Vehicular free” zone policy would be a long term traffic strategic plan for the University as it could only be possible when all the proposed peripheral parking structures are in place.

The suggestion of reconfiguring the shuttle bus service was very well received. However, as reflected in the survey, stakeholders had strong reservation on the idea of relocating the shuttle bus station to Site G which is outside the existing campus.

The proposal on cycle track was also discussed in the seminars and it was generally welcomed by the stakeholders. On the other hand, there were also concerns about the safety of riding bicycle on the hilly campus.

### **Conclusion**



One of the major objectives of the Campus Master Planning is to assess the capability of the existing road network and transport system against future demand. The overall proposal and strategy in creating an environmental and pedestrian friendly campus was strongly supported by the stakeholders. The Consultant Team will further develop the proposal along these lines to develop the traffic proposal, with implementation strategies in the final report. The Consultant Team agreed that cycling is not suited for a campus with a hilly terrain. Therefore, in the final report, they will propose providing a cycling track between the MTR University Station and Area 39, a flat site where research facilities and postgraduate student hostels are proposed to be located.

## 2.6 Making a Sustainable Campus

The stakeholders strongly supported the proposal on creating “a Low Carbon Campus” and the proposal on establishing a target for reduction in energy consumption and greenhouse gas emission.

Some stakeholders suggested that considerations should be given to tree preservation and maintaining biodiversity of the campus.

### *Conclusion*

The Consultant Team aims to create a practically achievable model for a sustainable campus that reduces energy use, minimizes waste and reduces the dependency on transport for CUHK. The sustainable framework which was presented at the seminars would be elaborated in the final report.

## 3.0 SUMMARY

The Master Plan has been developed through an integrated and inclusive approach led by the multi-disciplinary team of planning, engineering, transport and landscape consultants, working with the university's relevant committees and offices, and taking account of the diverse views and priorities of the University community. Information, views, comments and concerns from stakeholders have played a very important role in the Consultant Team's formulation of the final report.

While the Consultant Team worked on the design and planning of the campus, through active communication with stakeholders, they also took into account suggestions, addressed worries, and even helped to convey very useful solution suggestions which could be considered and implemented by the University through its internal mechanism. For example, when proposing a walking campus, a series of suggestions were raised by stakeholders that the University could take into immediate consideration. These suggestions include

1. reduction of the heavy demand of meet-class shuttle bus by way of a comprehensive classroom assignment and class scheduling strategy,
2. enhancing the walking and traffic network by exploring the possibility of opening an additional exit at the north end of the MTR University Station, and discussion with the Authority on a comprehensive approach on the development of the site near the MTR University Station (Site G) and the adjacent Public Transport Interchange (PTI).

All these are feasible measures that the University could undertake immediately or in the longer-term planning. The Consultant Team appreciated that stakeholders not only expressed views and gave comments, but also contributed suggestions to address some issues.



Some expressed that they would like to see a fascinating campus for visitors but more stakeholders would like to see a practical and scheduled plan that would enhance the scholarly life, study life and working life and preserve the beauty of the campus. There were numerous worries about too many construction projects on campus at one time. The Consultant Team understands the stakeholders' passion for and love of this unique campus and in the final submission in April, they would propose a phased implementation of the Master Plan, stressing that this would be a living document and the potential development sites are for space creation to cater for the University needs and the actual development of these sites would be subject to the development pace of the University and availability of resources.

