

Harbourfront Commission Meeting - Update on the Avenue of Stars and Salisbury Garden

Date : 27 August 2024



**Highlight of the Requirements of Invitation for Proposal (IFP)
for the provision of Management, Operation and Maintenance
(MOM)
of the Avenue of Stars (AOS) and Salisbury Garden (SG)**

邀请提案 (IFP) 的要求重点
关于管理、运营和维护 (MOM)
星光大道 (AOS) 和梳士巴利花园 (SG)

Extension of AOS boundary :

Salisbury Garden (SG), Outpost, Catering Facilities and Boundary up to TST East Promenade (Dragon Head Fountain)

星光大道延伸区域：

梳士巴利花园 (SG)、前哨、餐饮设施及至尖沙咀东海滨长廊（龙头喷泉）的边界



Day-to-day Management, Operation and Maintenance - KPIs

日常管理、运营和维护 - 关键绩效指标 (KPI)

Performance Indicator 绩效指标		最低绩效目标 Minimum Performance Target	
1. Number of Programs / Events	节目/活动数量	每年12场	12 per year
2. Satisfaction Level of Visitors	游客满意度	75%	75%
3. Occupancy Rate of Business Areas / Facilities Proposed by the Operator	业务区域/设施的占用率	80%	80%
4. Service Availability of Major Electrical and Mechanical Systems <ul style="list-style-type: none"> Electricity Supply Installation Air-conditioning Installation Fire Services Installation Electronic and Mechanical Equipment and Systems 	主要电气和机械系统的服务可用性 95% 电力供应安装 空调安装 消防服务安装 电子和机械设备与系统	95%	
5. Completion of Minor Repair and Maintenance to Building Structures and Facilities within the agreed time scale	小型建筑结构和设施的维修和维护在约定时间内完成	100%	100%
6. Service Availability of Soft Landscape	软景观的服务可用性	100%	100%
7. Security (Availability of Security Guards to provide security service and emergency support)	7. 安保（提供安保服务和应急支持的保安人员可用性）	100%	100%
8. Cleansing (Provision of regular cleansing services according to work schedule)	8. 清洁（根据工作时间表提供常规清洁服务）	100%	100%
9. Response Time to Public Complaint and Enquiry <ul style="list-style-type: none"> Reply to complainant within 10 calendar days for general complaints and enquiries; and within 24 hours for urgent complaints and enquiries 	9. 公共投诉和查询的响应时间 9.1 对一般投诉和查询在10个日历日内回复投诉人； 9.2 对紧急投诉和查询在24小时内回复	<ul style="list-style-type: none"> Reply to complainant within 10 calendar days for general complaints and enquiries; and Within 24 hours for urgent complaints and enquiries 	

Enhancement Efforts in additional to IFP's Requirements

超出 IFP 要求的改进措施

Enhancement Efforts in additional to the IFP's Requirements

Beautification Plan to enhance public enjoyment and appreciation to the Harbourfront

- Harbour Stalls – **Upgrade and increase the number from 10 to 23** with more than 50% tenants from F&B
- Inject **F&B provision** to support events at the Outpost of SG
- New Kiosk – Introduce Twin Kiosks and F&B kiosks **increased from 1 to 3**
- Signboard – increase **the number of signboard from 7 to 20** and upgrade to **LED** with navigation and promotional information
- Pavement Extension – **repaving the extension area** at TST East Promenade with **eco-friendly materials**
- Dragon Head Statue – relocating it to planter near the starting point of Hong Kong International Dragon Boat Races for the new Twin Kiosks for additional F&B provision
- Enhance visitor's experience with **more shading and greenery area, seating amenities and rubbish bins**

Diversified Commercialisation Plan for AOS and SG

- Implement commercialisation plan consisting of venue and advertising space hiring, addition of F&B services to management areas to maintain the venue's financial sustainability and support operation cost
- Increase **number of programmes / events to approx. 15 - 18** annually to enhance vibrancy of AOS and SG to attract more visitors
- Formalize a standardized hiring procedure and policies. Form an **AOS Vetting Committee** to assess and provide comments for future programs and events

Brand Uplifting of AOS and SG

- **Refine AOS and SG logos** to rejuvenate the brand
- Leverage programmes/events' marketing impact to uplift the brand in locals and tourists' minds as an International Harbourfront Landmark for cultural happenings

Increase & Refine the Trade Mix of Harbour Stalls

Outpost: Provision of F&B facilities to support event. Nature of provision: Chinese winery snacks, cocktail/Mocktail etc.

F&B Kiosk 1: Cocoberry

- Local food & drinks, ice-cream

Stall 1 to 3: 3x F&B Stalls

- Local Food & Drinks e.g. hotdog, fishball, siu mai etc.
- Popular international street food & drinks e.g. Bubble Tea, Coffee, Octopus ball etc.

Stall 4 to 7: 1x F&B + 3x Retail Stalls

- 1x Sightseeing Bus Ticketing (Big Bus)
- 3x Arts & Crafts Souvenirs / Tourists Experience
- 1x Local Food & Drinks

Stall 8 to 13: 3x F&B + 3x Retail Stalls

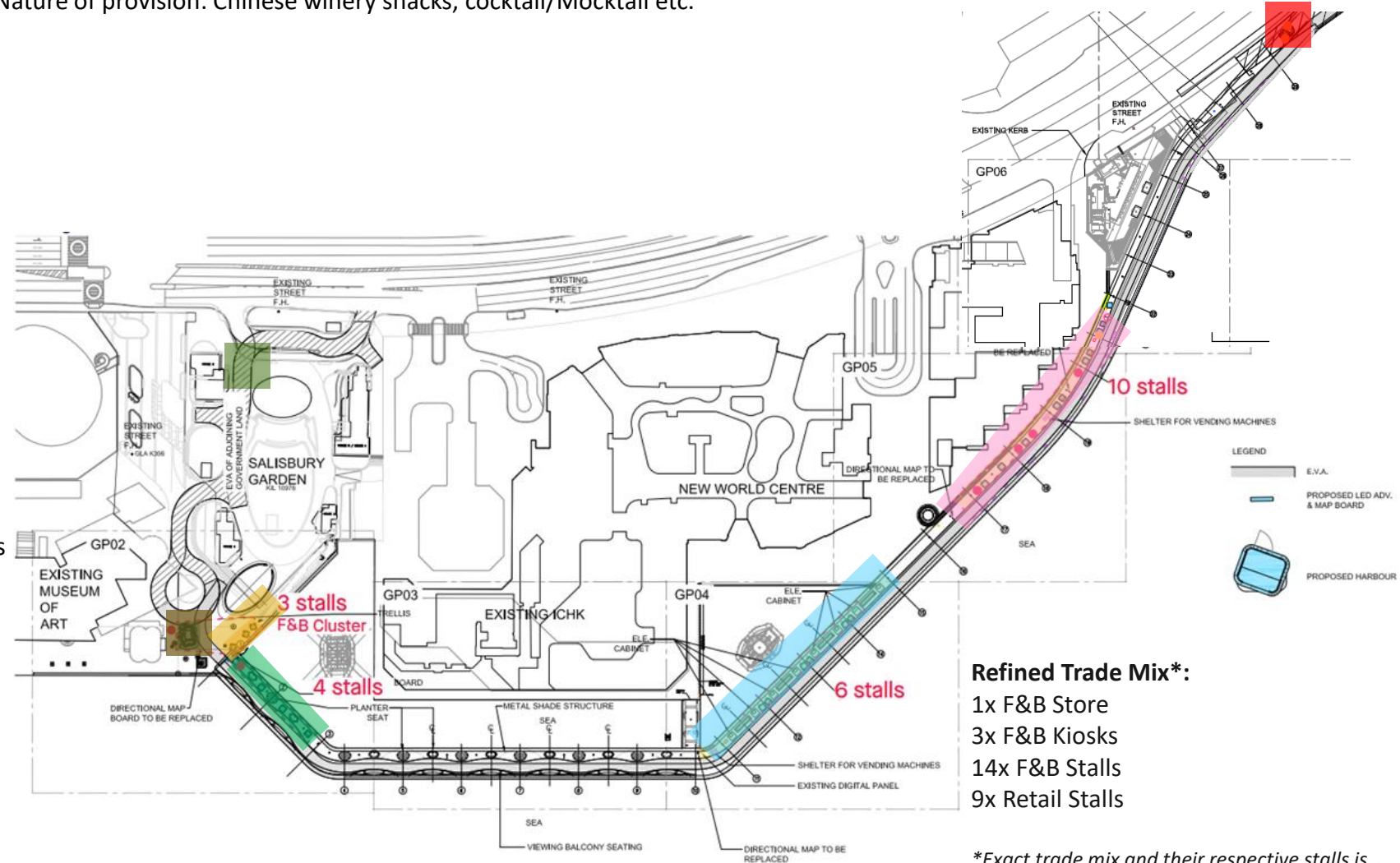
- 1x AOS Gift Shop & CS Counter
- 2x Arts & Craft e.g. Culture/Sports related designer products
- 3x Special snacks and drinks from HK/other countries e.g. Salted egg fish skin from Singapore, Milk Tea

Stall 14 to 23: 7x F&B + 3x Retail Stalls

- 7x F&B: Icecream (I See I See), other F&B
- 3x Tourists Experience e.g. Powerbank sales & rental (Liangdian), Cruise Ride Ticketing (Dukling), Water Taxi Ticketing (Fortune Ferry)

Twin F&B Kiosk

- Local food & drinks, Ice-Cream
- Coffee



TOTAL NUMBER OF PROPOSED HARBOUR STALL: 23

Refined Trade Mix*:

1x F&B Store
3x F&B Kiosks
14x F&B Stalls
9x Retail Stalls

**Exact trade mix and their respective stalls is subject to the actual result of stalls bidding*

Harbour Planning Principles

The Plan has paid due respect to these principles as illustrated below –

- a) Preserving Victoria Harbour : The existing Tsim Sha Tsui Harbourfront (Harbourfront) is built as an open space and the enhancement works aim at beautifying the facilities to cater to local residents and tourists and enhance public enjoyment to the Harbourfront;
- b) Stakeholder Engagement : In planning the design, the views of relevant stakeholders have been considered;
- c) Sustainable Development : The upgrading of facilities will meet the changing needs of the community, cater to the aspirations of different sectors of the community, utilise the open space, thus maximise the public enjoyment of the Harbourfront;
- d) Integrated Planning, Proactive Harbour Enhancement Vibrant Harbour and Public Enjoyment : The design of the Beautification Works and operational enhancement have considered the Harbourfront setting to facilitate public appreciation of the Harbourfront.

Beautification Plan (See Annex)

Reinvigorating the Brand

Brand Positioning

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**WORLD-CLASS HARBOURFRONT DESTINATION
LOCAL AND INTERNATIONAL CULTURAL PROPAGATION**



Mission and Vision

✦ A **Creative Heaven** that brings together local and international art, cultural, sports and leisure events for the city

✦ A world of possibilities for **art installations, performances and cultural, sports and leisure events** through partnerships and collaborations at our iconic Victoria Harbour backdrop

✦ An **iconic tourist destination for Mega Events** to the uplift the vibrancy of Tsim Sha Tsui harbourfront

✦ A platform to **promote Cinematic Achievements** in Hong Kong

Brand - Tone of Voice



**AoS feels like it belongs to everyone,
whether they happen to live there or are visiting for the first time**



Connecting to its Target

**A universal tone of voice to
its world of visitors:**

- Local residents
- Worldwide tourists
- Foreign business guests



Building a model of messages

Inviting

- Direct messages to sparkle plans to visit AoS

Delineating

- Details to facilitate visitors to plan for the visit
and understand the iconic value of AoS

Brand – Logo Type



AVENUE
OF STARS
星光大道



AVENUE
OF STARS
星光大道



Inspired by the **symbol of a 5-point star**

Creating **a sense of forward-moving** direction

Forming a star representing AoS by the arrow in the logo

Enhancement of AoS and Salisbury Garden Logos

Creative Concept :

- Injected with colours to express the spaces are inviting, vibrant, uplifted, and full of inspirations
- Duo colours are applied in each logo to symbolise the elegance and world-class status
- One core color: premium sea-blue color, to symbolise AoS & SG are located at Tsim Sha Tsui harbourfront
- The star pops with colour that connotates the essence of the place:
 - AoS: a star with goldish gradation to highlight the cinematic achievements in HK
 - SG: a green suggesting the greenery space with vibrant energy and full of inspirations. Adopt the star symbol and enhance its correlation with AoS

Existing AoS and SG Logos

AVENUE
OF STARS
星光大道

SALISBURY
GARDEN
梳士巴利花園

Enhanced AoS and SG Logos

AVENUE
OF STARS
星光大道

梳士巴利花園 星光大道
SALISBURY
GARDEN

Thank you