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WorleyParsons Group

Consultancy Services for Providing Expert Advice on the Operations of the Kai Tak Sports Park

Report on Stakeholder Engagement

Prepared for Home Affairs Bureau

KPMG Transaction Advisory Services Limited and Advisian Limited

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This report contains 49 pages

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Operation of the Kai Tak Sports Park*

*Report on Stakeholder Engagement
April 2016*

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1 Executive Summary

The Home Affairs Bureau (HAB) appointed the Operations Consultants (OC) to carry out Stakeholder Engagement exercises during the preparatory stage of the Kai Tak Sports Park (Sports Park) in accordance with the scope of work as outlined in paragraph 6.2.3 of OC Consultancy Brief.

The OC Consultancy Brief required that OC “obtain views from the sports sector, in particular all of the National Sports Associations (NSAs) that are expected to have a direct interest in using the facilities at the Sports Park on”:

- 1) the detailed physical and operational requirements of the sports facilities and the office space;
- 2) the user requirements to be set out in the development and operational contracts for the Sports Park; and
- 3) the likely event profile.

This report is focused on the results of consultations carried out with the NSAs and the entertainment industry.

With regard to the sports sector OC approached the following stakeholders:

- Sports Federation & Olympic Committee of Hong Kong, China (SF&OC);
- Hong Kong Paralympic Committee & Sports Association for the Physically Disabled (HKPC&SAPD);
- NSAs that are likely to be directly or potentially impacted by the Sports Park, including 58 NSAs with subvention from the Leisure and Cultural Services Department (LCSD);
- representatives from non-NSA sports;
- elite athletes; and
- Sports Commission’s Task Force on the Sports Park project.

Through four stages of interaction, comprising an NSA briefing, questionnaires, workshops and one-on-one meetings, OC has sought the views of stakeholders relating to the sport, community, commercial and office aspects of the Sports Park.

OC also approached stakeholders from the entertainment industry through face-to-face and teleconference meetings.

This report summarises the views presented to us during this work. OC highlights below some of the key findings and comments which are further detailed in the report:

- overall the level of engagement from the sporting community has been substantial. Many NSAs expressed their aspirations to grow their sport through using the Sports Park and cited examples of major events that could be attracted to Hong Kong in the future as a result of the development of the Sports Park;
- moving to a more commercial model of operation may mean that, in using the Sports Park, NSAs will have to contract with a commercial operator rather than LCSD. Some NSAs are concerned that the commercial arrangements likely to be applied to the new facilities,

considering that an operator will be required to make financial returns, may not be to the advantage of the NSAs;

- most of the NSAs recognise that a balance needs to be struck between a pure self-funding operating model and the stated aim of prioritising sport (both at the community level and from the perspective of elite athletes);
- several NSAs indicated a strong preference that the seating capacity of the Indoor Sports Centre could be increased from the originally proposed scale;
- certain NSAs hope that the Sports Park could enable Hong Kong to bid for a major multi-sports event such as the Asian Games. They are concerned that the current configuration of the Sports Park will not be a significant step forward to achieve this;
- with the exception of the Main Stadium, there is a perception among NSAs that the Sports Park may not significantly expand the existing sporting infrastructure of Hong Kong but will rather provide additional community sports venues similar to existing ones;
- as currently configured, the Sports Park may not fully cater for the needs of certain NSAs including HKAAA, Cricket and ice sports;
- the entertainment industry is also a stakeholder of the Sports Park and the representatives interviewed have clear opinions on what they would like to see in terms of facilities; and
- to varying degrees some NSAs expressed a positive view of moving their offices to the Sports Park; however equally there are some that may prefer to stay at the Olympic House. Hence there might be a possibility of the NSAs being located in two venues in the future.

2 Introduction

2.1 Background to the Kai Tak Sports Park

Since the closure of the Kai Tak Airport in 1998, the development of the Kai Tak site has been thoroughly deliberated within the community. The Government conducted three stages of public participation programme from 2004 to 2006 to collect public and stakeholders' views on Kai Tak Development. The community views generally envisaged Kai Tak as a hub of sports, recreation, tourism, entertainment and quality housing.

In 2006 the Government announced that a sports complex with world-class facilities would be included in the Kai Tak development¹. In the following years, the Government conducted a number of consultancy studies on the project. In 2013, the Chief Executive announced in his Policy Address that the Kai Tak Sports Park was a priority development.

The Government has been implementing the three objectives of its sports policy, namely promoting the pleasure and benefits of sports for persons of different ages and abilities, providing support to elite athletes from various aspects, and making Hong Kong a centre for major international sports events. The development of the Sports Park at Kai Tak will provide important infrastructure to meet these policy objectives.

2.2 Operations Consultant

In July 2015, a joint venture consortium comprising KPMG and Advisian, i.e. OC, was appointed by HAB to carry out consultancy services for providing expert advice on the operations of the Sports Park.

The scope of this appointment includes conducting stakeholder engagement, which is the subject of this report.

2.3 Objectives of Stakeholder Engagement Exercises

A key aspect of the work to be carried out by OC is to engage with stakeholders and ensure that their views are taken into account in the planning process.

The Consultancy Brief requires that OC “obtains views from the sports sector, in particular all of the NSAs that are expected to have a direct interest in using the facilities at the Sports Park on”:

- 1) the detailed physical and operational requirements of sports facilities and the office space on the basis of the existing scope of the Sports Park and OC's recommendations on the commercial elements of the Sports Park;
- 2) the user requirements to be set out in the development and operations contracts for the Sports Park; and
- 3) the likely event profile including the frequency and scale of regular activities such as training and competitions /events at different levels.

This report summarises:

¹ Paragraph 32 of the Policy Address in 2006-07: <http://www.policyaddress.gov.hk/06-07/eng/policy.html>

- the activities that have been carried out to date in order to obtain views from key stakeholders; and
- the responses and views received.

A glossary of abbreviated terms used in this report is provided at Appendix A.

3 Sports Sector Engagement Exercise

To carry out this work OC designed a work programme comprising a series of interaction points with NSAs across many sports. The primary aims of the programme were to:

- ensure that NSAs were well informed of the progress of the Sports Park;
- collect their inputs and suggestions on the development of the Sports Park; and
- understand potential challenges in the planning process.

The engagement was based on four key stages of interaction. They are detailed in the paragraphs below.

3.1 Stage 1: Briefing Session

A briefing session for SF&OC, HKPC&SAPD and their NSAs took place on 18 August 2015. The purpose of the briefing was to provide an update on the Sports Park Project and to outline the stakeholder engagement programme. In the briefing, the proposed configuration of facilities relative to the physical and planning constraints of the site as well as the role of OC in stakeholder engagement were explained.

The briefing was carried out jointly by HAB and representatives of OC. There were exchanges of views between speakers and attendees.

In total, representatives from 34 NSAs, SF&OC and HKPC&SAPD attended the briefing.

3.2 Stage 2: Questionnaire

Following the briefing, a questionnaire was sent to all LCSD subvented NSAs and HKPC&SAPD to collect the following information:

- past, present and possible future events held or to be held in Hong Kong for the sports under their influence; and
- the scale and structural characteristics of the sports played in Hong Kong and relevant major events.

The questionnaire to the NSAs comprised a mix of qualitative and quantitative questions about levels of public participation in their sports, the growth of their sports, their operational and commercial requirements and development priorities. The questionnaire template can be found at Appendix B.

The questionnaire was sent to 58 NSAs and HKPC&SAPD on 28 August 2015. OC received replies from 31 NSAs and HKPC&SAPD.

3.3 Stage 3: Workshops

Following the initial briefing and receipt of questionnaires, NSAs, SF&OC and HKPC&SAPD were invited to a Vision and Objectives Workshop which was held on 25 September 2015. Representatives of 14 NSAs, SF&OC and HKPC&SAPD attended the workshop. The Workshop had two main objectives:-

- 1) to seek the opinions of NSAs on the potential vision and objectives of the Sports Park; to understand their prioritisation of objectives and their views on each of the facilities within the Sports Park; and
- 2) to provide an opportunity for OC to compare the views between HAB and representatives of the sports sector as a similar workshop had previously been held with the HAB project team.

In the workshop, participants were divided into groups of four to five people in which they were asked to form a view on prioritisation of usage and objectives in relation to the Sports Park.

The workshop was managed by OC as an objective exercise conducted independently of the Government. The workshop was conducted in both English and Cantonese.

A shortened version of the “Vision and Objectives Workshop” was held at HKSI on 9 October 2015. Eight elite athletes attended the workshop. The HKSI workshop divided the attendees into two groups of four, with one focused on potential Sports Park usage and the other on Sports Park objectives.

3.4 Stage 4: One-on-one Interviews

After the completion of all workshops, OC sent out invitations to NSAs on 16 October 2015 requesting one-on-one interviews. The interviews focusing on facility requirements have been held with 15 NSAs, all of which are highly relevant to the proposed facilities in the Sports Park.

Invitations to these meetings were sent, in the first instance, to CEOs, presidents or equivalent of each NSA. In most cases, meetings took place with individuals of this level of seniority. The follow-up meetings were conducted in either English and/or Cantonese, accommodating where possible the language preference of the NSAs.

Table 1: NSAs with which one-on-one meetings have been held

No	NSA
1	HKAAA
2	Badminton
3	Baseball
4	Basketball
5	Cricket
6	Cycling
7	Football
8	Gymnastics
9	Hockey
10	Rugby
11	Schools Sports
12	Table Tennis
13	Tenpin Bowling
14	Tennis
15	Volleyball

In addition, three sports associations other than NSAs have requested the opportunity to express their interest in being involved in the Sports Park project. These sports/organisations were:

- Lacrosse;
- Australian Rules Football; and
- RunOurCity.

3.5 Other Sports Sector Stakeholders

3.5.1 Sports Commission Task Force

OC attended the meetings of the Task Force under the Sports Commission on 9 November 2015, 25 February 2016 and 20 April 2016 respectively. In these meetings, OC briefed Task Force Members on the approach and progress of the stakeholder engagement exercise, as well as OC's findings and recommendations on the scale and scope of sports facilities to be provided in the Sports Park. Task Force Members put forward their views on stakeholder engagement work and the facilities to be provided in the Sports Park.

3.5.2 SF&OC

In addition to the briefing and the workshops mentioned above, OC, in conjunction with HAB, met with SF&OC on 30 November 2015. Since then, OC has been in discussion regularly with members of the Working Group on Kai Tak Sports Park set up by SF&OC. These discussions have focused on sports sector engagement and the role of the Sports Park.

3.5.3 HKPC&SAPD

OC met with HKPC&SAPD on 27 October 2015. In the meeting, HKPC&SAPD advised on the accessibility requirements and their expectations of the Sports Park.

3.5.4 Legislative Council Member for the Sports, Performing Arts, Culture and Publication Functional Constituency

A meeting took place in April 2016 between OC, HAB and the Honourable Ma Fung-Kwok. Hon Ma reiterated his support for the Sports Park project. He also provided various opinions on the project.

3.5.5 Stadium Conferences in Singapore and London

Two presentations were made at major industry conferences – Stadia & Arena Asia Pacific in Singapore in September 2015 and Stadium Design and Development in London in October 2015. One presentation was made by OC, the other by HAB. Both were an opportunity to put the project in front of a wide range of international industry stakeholders. While the Kai Tak Sports Park already has had considerable exposure in the international market place, detailed information was provided through the presentations to the market on the project's latest progress and potential business opportunities.

4 Entertainment Industry Engagement Exercise

Although the priority use of the Sports Park will be given to sports-related activities and events, the entertainment industry is also a stakeholder in the Sports Park project.

On 21 October and 25 November 2015, OC met with members of the Performing Industry Association (PIA). The PIA comprises entertainment event organizers who, according to PIA, represent over 80% of the concert entertainment market in Hong Kong. The seven members of the PIA are:

- Fun Entertainment Limited;
- East Asia Entertainment Limited;
- Emperor Entertainment Group;
- Entertainment Impact (International) Ltd;
- Warner Music Hong Kong Ltd;
- Live Nation Entertainment; and
- Yiu Wing Entertainment Asia Ltd.

In addition to meeting the PIA, OC also conducted face-to-face or teleconference meetings with the following individual companies to obtain their feedback:

- Media Asia;
- East Asia Entertainment;
- Clockenflap; and
- AEG Live.

5 Key Findings from Sports Sector

5.1 Level of Engagement

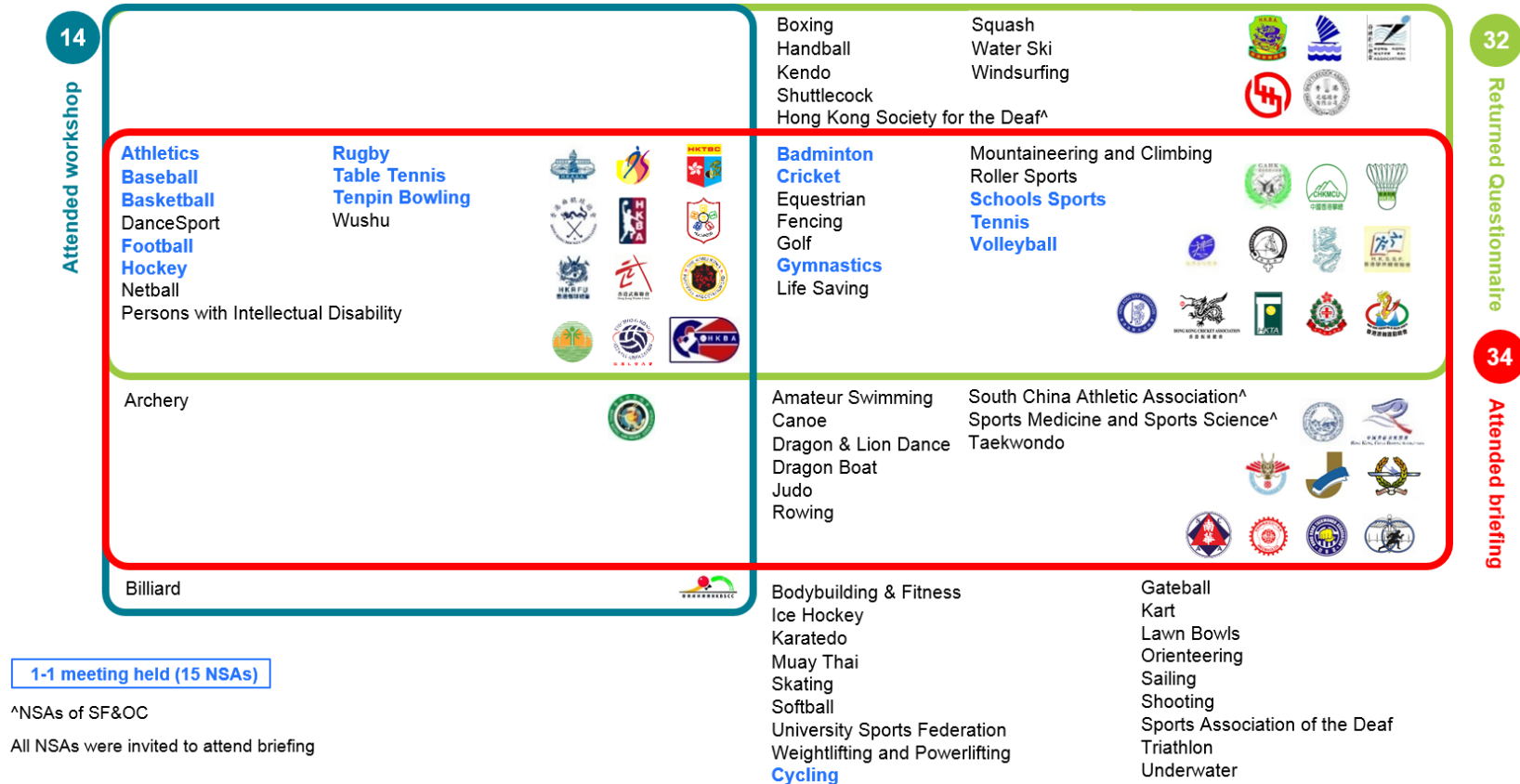
Fundamental to the stakeholder engagement strategy was that the interactions should become increasingly focused during the programme. The overall engagement from the sporting community has been substantial:

- over the four stages of the stakeholder engagement programme, OC has interacted with a total of 44 local sports organisations, including 41 LCSD subvented NSAs. This has provided the opportunity to listen to the opinions of the sports sector on, and understand the expectations and potential requirements for, the Sports Park;
- some 60 delegates from 34 NSAs attended the initial briefing on 18 August 2015, showing the significant level of interest in the Sports Park from the sporting community in Hong Kong;
- several NSAs responded almost immediately to the questionnaire that was sent out and in some cases provided considerable supplementary information on the growth of their respective sports. Others requested additional time to form their responses. OC received replies from 31 LCSD subvented NSAs, HKPC&SAPD and 1 other sports organisation;
- representatives of 14 NSAs, SF&OC and HKPC&SAPD attended the Sports Park Vision & Objectives Workshop on 25 September 2015 and provided their opinions on the objectives for the Sports Park; and
- 15 NSAs and 1 non-NSA sports organisation met with OC on a one-on-one basis.

In total there were 17 NSAs giving no response in any of the four stages of stakeholder engagement programme. Subsequently, OC interviewed 8 of them to look into the reasons. OC learnt that the lack of engagement was due to either their being unavailable at that time, or their consideration that the facilities likely to be provided in the Sports Park were highly irrelevant to their sports.

In Figure 1 below, OC summarises the level of engagement with each NSA.

Figure 1: Summary of NSA engagement level (as at 30 April 2016)



Note: The full name of the NSAs can be found at Appendix A

5.2 Summary of Sports Sector Stakeholder Perspectives

5.2.1 Vision and Objectives for the Sports Park

Through the questionnaire, many NSAs have expressed that the development of the Sports Park was in line with their aspirations to grow their sports in Hong Kong. They cited examples of major events that could be held or attracted to Hong Kong in the future as a result of the development of the Sports Park.

During the “Vision and Objectives Workshop”, the convenor encouraged the NSAs to set aside the specific objectives related to development of their own sports and to consider the wider objectives and potential benefits of the Sports Park for sport as a whole in Hong Kong.

Findings of the workshop included:

- participants were of the view that the Main Stadium should be a catalyst to attract high-profile international sport of all kinds (including football and rugby) to Hong Kong;
- equally it was felt that the Sports Park would require a balance to be struck between a pure self-funding operating model and the stated aim of prioritising sport (both at the community level and from the perspective of elite athletes);
- in considering how a wider range of sports could be included, the group referred to examples of stadium in Europe and Japan that had been able to convert to meet the different requirements of different events with different playing surfaces and configurations;
- the NSAs present also asked whether it would be possible to emulate Wembley Stadium and the Olympic Stadium in London to host a university or a high performance/education centre during the non-event days of any major stadiums; and
- the NSAs suggested that the Sports Park could also host other prominent events such as the Hong Kong Flower Show (currently held in March every year in Victoria Park), the International Chinese New Year Night Parade and the finish of the Hong Kong Marathon.

The NSAs welcomed the opportunity to have an extensive discussion about the sporting and commercial potential for the Sports Park. The discussion touched on the likely trade-offs between different uses that need to be balanced in order to realise the full potential of the Sports Park and the strategic objectives underpinning it.

NSAs are particularly interested to learn how a more commercially run stadium might operate and in particular the impact this might have on their current ways of working.

They agree that the Sports Park project is in line with the Government’s sports policy to foster a sporting culture in the community, to ensure support for top athletes and to attract more major international sports events to Hong Kong, and are eager for the early implementation of the project.

5.2.1.1 *Output comparison of the workshops*

Based on our analysis of the workshop findings, it is clear that the views of the NSAs, HKSI and HAB are aligned in many key aspects. All see that attracting major sports events should be the priority usage for the Main Stadium, and the Indoor Sports Centre.

In terms of secondary usage, there is agreement in a number of important areas, including:

- for the Main Stadium, major non-sports events should be higher priority than elite sports training; and
- for the Public Sports Ground and the Indoor Sports Centre, local competitions and general public usage should be given higher priority than non-sports events and elite sports training.

The areas where the views of the NSAs, representatives of elite athletes and HAB are less well-aligned include:

- the NSAs place attracting major sporting events as the primary objective for all facilities within the Sports Park and for the complex as a whole, whereas HAB distinguishes the role of each venue differently – creating a “vibrant precinct” for the Park as a whole, staging major sports events for the Main Stadium, and to a great extent promoting community sports for the Public Sports Ground and the Indoor Sports Centre;
- representatives of elite athletes place higher priority on elite usage in the Main Stadium and the Indoor Sports Centre, but not the Public Sports Ground; and
- there is less agreement over the secondary priorities for each facility. In general the NSAs and HKSI attach greater importance to the experience of spectators and attracting elite sports events, while HAB places more emphasis on vibrancy, environment and engagement with the local community.

Details of the workshop feedback analysis can be found at Appendix C.

5.2.2 Usage of Core Sports Facilities

5.2.2.1 *Sports Events*

There is a consensus among many NSAs that sports events should be the key driver of the new complex. Below OC lists examples provided by NSAs of existing events that could potentially move to the Sports Park and new events that might be attracted to Hong Kong as expected by NSAs.

Main Stadium

Three NSAs (Equestrian, Football and Rugby) expressed an interest in holding existing international events to the Main Stadium in the Sports Park. Examples of such events are provided in Table 2 below.

Table 2: Examples of existing events that could potentially move to the Main Stadium of the Sports Park

NSA	Event	Level	Frequency of the event held in HK	Highest no. of athletes per day	Highest no. of spectators per day
Equestrian	LONGINES Hong Kong Masters	International	Annual	32	10,000
Equestrian	FEI Children's International Classic Final	International	NA	15	1,000
Equestrian	LONGINES Jumping Horse of the Year	Local	Annual	40	1,000
Football	International football club tour	International	NA	60	40,000
Football	Barclays Asia Trophy	International	Every 2 to 4 years	120	40,000
Football	The HKJC Charity Trust Challenge Cup	International	Annual	60	40,000
Football	International football matches	International	NA	60	20,000
Football	Lunar New Year Cup	International	Annual	60	20,000
Football	The Meeting of Champions	International	Annual	60	17,000
Football	HKFA 1st Division League	Local	Annual	60	9,500
Football	AFC Cup matches	International	NA	60	6,500
Football	FIFA World Cup Preliminary Joint Qualification	International	NA	180	6,400
Rugby	Hong Kong Rugby Sevens	International	Annual	420	40,000
Rugby	International rugby matches	International	NA	50	30,000

Source: Questionnaires, NSA interviews

Four NSAs see the potential to bring new major international events to Hong Kong upon completion of the Main Stadium, subject to its final configuration. Football indicates there would be potential for Hong Kong to be part of a major bid for an international tournament and Rugby sees potential for Hong Kong to host more international fixtures. Cricket hopes that the playing surface of the Main Stadium could be big enough for playing international cricket matches in the future. HKAAA wishes international athletics events could be held in the Main Stadium with an athletics track and using the Public Sports Ground as the warm-up facility. Examples of the new international events which they aspire to bring to Hong Kong are provided in Table 3 below.

Table 3: Examples of potential new events to be held in the Main Stadium of the Sports Park

NSA	Event	Level	Potential frequency of the event held in HK	Expected highest no. of athletes per day	Expected highest no. of spectators per day
HKAAA	Asian Athletics Championships*	International	NA	800	5,000
Cricket*	International cricket matches*	International	NA	72	10,000
Football	AFC Champions League	International	NA	60	50,000
Football	World Cup / Asian Cup	International	NA	60	50,000
Rugby	Exhibition matches	International	Annual	50	30,000
Rugby	International club matches	International	Annual	50	30,000
Rugby	Super Rugby games	International	Annual	50	30,000

*Subject to the final configuration of the Main Stadium

Source: Questionnaires, NSA interviews

Public Sports Ground

Six NSAs indicate that they might move their existing events to the Public Sports Ground in the Sports Park.

A major user of the Public Sports Ground is envisaged to be Schools Sports who could host a range of local inter-school competitions. Rugby would like to host local and regional events at the Public Sports Ground subject to the configuration of the pitch to meet its requirements. Hockey wishes to host a number of events, including the Master Hockey Asian Cup and the Hong Kong Quadrangular Hockey Tournament subject to whether and how appropriate turf coverage could be provided. Baseball and Cricket also suggest that a number of their existing events could move to the Public Sports Ground subject to whether and how the athletics track could be overlaid with turf.

Examples of the existing events that could be hosted at the Public Sports Ground are provided in Table 4 below.

Table 4: Examples of existing events that could potentially move to the Public Sports Ground of the Sports Park

NSA	Event	Level	Frequency of the event held in HK	Highest no. of athletes per day	Highest no. of spectators per day
Baseball*	Asian "A" Baseball Championship	International	NA	200	300
Baseball*	Hong Kong International Baseball Open	International	Annual	200	300
Baseball*	Level 1 Baseball Coach Certification Programme with IBAF	International	Semi-annual	200	300
Baseball*	Phoenix Cup Hong Kong International Women's Baseball Tournament	International	Annual	200	300
Baseball*	Youth Baseball Tournament	International	NA	200	300
Cricket*	International cricket matches	International	NA	36	100
Cricket*	World Cricket League Division 3	International	NA	66	100
Hockey*	Women's Junior Hockey AHF Cup	International	NA	72	300
Hockey*	Masters Hockey Asian Cup	International	NA	72	300
Hockey*	Women's Knockout Cup / Plate / Bowl / Saucer final	Local	Annual	72	300
Hockey*	Samsung Festival of Sport – Holland Cup & HKHA Cup/ Plate/ Bowl Champions	Local	Annual	72	300
Hockey*	Women's Knockout Tournament Finals	Local	Annual	72	300
Hockey*	Hong Kong Quadrangular Hockey Tournament	International	Annual	72	300
Hong Kong Society for the Deaf	Football competitions	Local	Annual	100	50
Rugby	Asia Rugby Championship	International	NA	50	3,000
Rugby	Asia Under 20s Sevens	International	NA	200	2,000
Rugby	Hong Kong Women's Sevens	International	Annual	200	2,000
Rugby	Women's Sevens World Series Qualifier	International	NA	200	2,000
Schools Sports	Interport athletics events	International	NA	1,000	3,500
Schools Sports	Inter-school athletics events	Local	Annual	1,000	3,500
Schools Sports	Jing Ying Athletics Tournament	Local	Annual	1,000	3,500

**Subject to further studies on whether and how playing surface requirements of the respective sports are to be achieved*

Source: Questionnaires, NSA interviews

The same NSAs also indicate that more events could be attracted to Hong Kong upon completion in the Sports Park. Examples of new international events which NSAs aspire to bring to the Public Sports Ground are provided in Table 5 below.

Table 5: Examples of potential new events to be held at the Public Sports Ground of the Sports Park

NSA	Event	Level	Potential frequency of the event held in HK	Expected highest no. of athletes per day	Expected highest no. of spectators per day
Baseball*	Asian Baseball Cups	International	NA	200	10,000
Baseball*	Baseball World Cups	International	NA	300	10,000
Baseball*	Baseball Youth Training Camp	International	NA	200	10,000
Baseball*	Baseball Asia Pacific Zone Tournament	International	NA	200	10,000
Baseball*	Universities Leagues for Asia Pacific Zone	International	NA	200	10,000
Cricket*	International Cricket Matches	International	NA	72	10,000
Cricket*	Hong Kong International Cricket Sixes	International	Annual	108	5,000
Hockey*	Asian Games Qualifier	International	NA	160	1,300
Hockey*	Federation International Hockey World League	International	NA	160	1,300
Hockey*	Asia Hockey Federation events e.g. Asia Cup, AHF Cup, Asian Challenge etc.	International	NA	160	1,300
Schools Sports	All China National School competitions for athletics	National	NA	1,500	3,000
Schools Sports	Asian School competitions for athletics	International	NA	1,500	3,000

**Subject to further studies on whether and how playing surface requirements of the respective sports are to be achieved*

Source: Questionnaires, NSA interviews

Indoor Sports Centre

20 NSAs and HKPC&SAPD expressed interest in moving existing local and international events to the Indoor Sports Centre.

Examples of the existing events that are potentially to be held at the Indoor Sports Centre are provided in Table 6 below.

Table 6: Examples of existing events that could potentially move to the Indoor Sports Centre of the Sports Park

NSA	Event	Level	Frequency of the event held in HK	Highest no. of athletes per day	Highest no. of spectators per day
Badminton	Hong Kong Open Superseries	International	Annual	260	5,000
Badminton	Hong Kong Annual Badminton Championships	Local	Annual	100	3,000
Badminton	Family Fun Doubles League cum Funday	Local	Annual	1,000	200
Badminton	Hong Kong Doubles League	Local	Annual	600	200
Badminton	President Cup Hong Kong Team Championships	Local	Annual	400	200
Basketball	East Asian Games	International	NA	48	1,000
Boxing	International Boxing Tournament	International	NA	80	300
Boxing	Inter-school tournament	Local	Monthly	40	300

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NSA	Event	Level	Frequency of the event held in HK	Highest no. of athletes per day	Highest no. of spectators per day
DanceSport	WDSF GrandSlam Hong Kong – Standard & Latin	International	Annual	184	4,135
DanceSport	China DanceSport Open Series (Hong Kong)	International	Annual	194	2,645
DanceSport	ADSF Asian Single Dance Championships	International	NA	210	869
Fencing	Hong Kong Open Fencing Championship	International	Annual	200	400
Gymnastics	Asian GFA Festival	International	NA	150	2,000
Gymnastics	National Individual Championship of Artistic Gymnastics	International	NA	150	2,000
Gymnastics	National team exhibition matches	National	NA	150	2,000
Handball	Hong Kong Beach Festival	Local	Annual	100	1,200
Handball	Hong Kong International Handball Championships	International	Annual	100	1,200
Hong Kong Society for the Deaf	Basketball / Bowling / Table Tennis / Badminton competitions	Local	Annual	120	50
Kendo	HK Asian Open Kendo Championships	Local	Annual	550	200
Kendo	Regional Kendo Championships	National	Annual	150	50
Mountaineering & Climbing	Hong Kong Bouldering Championships	Local	Annual	150	300
Netball	Hong Kong Junior Netball League Grand Finals	Local	Semi-annual	300	500
Netball	Hong Kong Netball League Grand Finals	Local	Annual	120	500
Netball	Hong Kong Tri-Nations Netball Tournament	International	Every 1 or 2 years	48	300
HKPC&SAPD	BISFed Asia and Oceania Boccia Team and Pairs Championships	International	NA	178	300
HKPC&SAPD	Exhibition matches and sports demonstrations	Local	NA	178	300
HKPC&SAPD	Asian & Oceanic Table Tennis Regional Championships for the Disabled	International	NA	178	300
HKPC&SAPD	IWAS Wheelchair Fencing Grand Prix	International	NA	178	300
HKPC&SAPD	Paralympic Games publicity programme	Local	NA	178	300
Roller Sports	Roller Hockey invitational matches	Local	Annual	150	250
Roller Sports	Hong Kong Inline Hockey Tournament	Local	Annual	150	200
Schools Sports	Asian School Competitions	International	NA	1,000	3,500
Schools Sports	Interport Tournament	International	NA	1,000	3,500
Schools Sports	Inter-school events	Local	Annual	1,000	3,500
Schools Sports	Jing Ying Tournament	Local	Annual	1,000	3,500
Shuttlecock	Hong Kong Shuttlecock league	Local	Annual	100	100
Shuttlecock	International invitational matches	International	NA	80	100
Shuttlecock	School invitational matches	Local	Annual	100	100
Shuttlecock	Junior matches between HK, China, Macau and Taiwan	National	NA	100	100
Squash	Hong Kong Squash Open	International	Annual	120	800
Squash	Asian Team Championships	International	NA	NA	NA
Squash	World Coaching Conference	International	NA	NA	NA
Table Tennis	Hang Seng Table Tennis Academy - Road Show	Local	2-3 times per year	NA	6,000
Table Tennis	Asian Cup	International	NA	32	3,000

NSA	Event	Level	Frequency of the event held in HK	Highest no. of athletes per day	Highest no. of spectators per day
Table Tennis	Asian Olympic Table Tennis Qualifications Tournament	International	NA	100	3,000
Table Tennis	Hong Kong Junior & Cadet Open - ITTF Golden Series Junior Circuit	International	Annual	150	1,000
Table Tennis	National team exhibition matches	National	Every 3-5 years	78	500
Tennis	Hong Kong Tennis Open	International	Annual	32	3,600
Tenpin Bowling	Asian Tenpin Bowling Championships	International	Every 2 years	215	350
Tenpin Bowling	Hong Kong International Open Tenpin Bowling Championships cum ABF Tour	International	Annual	168	300
Tenpin Bowling	World Tenpin Bowling Championships for Women	International	NA	170	300
Tenpin Bowling	World Tenpin Bowling Championships for Youth	International	NA	262	300
Volleyball	FIVB World Grand Prix	International	Annual	84	10,000
Volleyball	Asian Eastern Zonal Women's Volleyball Championship	International	NA	98	2,000
Volleyball	Beach Volleyball Asian Championship	International	NA	48	1,000
Wushu	International Traditional Wushu Competition	International	NA	2,000	1,000

Source: Questionnaires, NSA interviews

The above NSAs and HKPC&SAPD also indicate that they might be able to host new events at both an international and local level upon completion of the Public Sports Ground in the Sports Park. Examples of the new events that NSAs aspired to bring to the Indoor Sports Centre are provided in Table 7 below.

Table 7: Examples of potential new international events to be held in the Indoor Sports Centre of the Sports Park

NSA	Event	Level	Potential frequency of the event held in HK	Expected highest no. of athletes per day	Expected highest no. of spectators per day
Badminton	Asian Championships	International	NA	500	6,000
Badminton	Asian Games	International	NA	500	6,000
Badminton	Hong Kong Open Superseries	International	Annual	500	6,000
Badminton	BWF Sudirman Cup	International	NA	500	6,000
Badminton	BWF World Championships	International	NA	500	7,000
Badminton	BWF Thomas & Uber Cup	International	NA	500	6,000
Basketball	FIBA Asia Challenge	International	NA	192	8,000
Basketball	FIBA Asia Championship	International	NA	192	8,000
Basketball	FIBA Asia U18 Championship	International	NA	NA	NA
Basketball	FIBA Asia U18 Championship for Women	International	NA	NA	NA
Boxing	ASBC Asian Confederation Boxing Championships	International	NA	300	3,000
DanceSport	Asian Indoor Games	International	NA	304	NA
DanceSport	WDSF World Championship	International	NA	40	NA
DanceSport	WDSF World DanceSport Games	International	NA	376	NA
Fencing	Asian Fencing Championship	International	NA	400	1,500
Gymnastics	Asian Championships	International	NA	300	3,000

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NSA	Event	Level	Potential frequency of the event held in HK	Expected highest no. of athletes per day	Expected highest no. of spectators per day
Gymnastics	National Championships	National	NA	300	3,000
Gymnastics	World Gymnastrada	International	NA	300	3,000
Gymnastics	Asian Gymnastrada	International	NA	300	3,000
Gymnastics	Artistic Gymnastics World Championship	International	NA	NA	7,000
Handball	World Championships	International	NA	1,500	5,000
Hockey	Indoor AHF Cup	International	NA	160	1,300
Hockey	Hockey 5s	International	NA	72	300
Intellectual Disability	Various sports competition	Local	NA	200	1,000
Kendo	World Kendo Championship	International	NA	1200	5,000
Kendo	Asia-Zone Kendo Referee Seminar	International	NA	500	500
Mountaineering & Climbing	Asian Championships / Asian Cup	International	NA	NA	2,000
Mountaineering & Climbing	World Cup / World Championships	International	NA	NA	2,000
Netball	Asian (or Asian Youth) Netball Championship	International	NA	150	500
HKPC&SAPD	Paralympic Qualification Events / Grand Prix / World Cup	International	NA	250	300
Schools Sports	All China National School competitions for indoor sports	National	NA	1,500	3,000
Schools Sports	Asian School competitions for indoor sports	International	NA	1,500	3,000
Shuttlecock	International Shuttlecock competitions	International	NA	150	300
Shuttlecock	Asian Shuttlecock competitions	International	NA	150	300
Squash	World Open	International	NA	200	1,000
Squash	World Championships / Asian Championships	International	NA	200	1,000
Table Tennis	Asian Games - Table Tennis Events	International	NA	170	5,000
Table Tennis	Asian Junior & Cadet Table Tennis Championships	International	NA	200	5,000
Table Tennis	Asian Table Tennis Championships	International	NA	175	5,000
Table Tennis	Men's & Women's World Cup	International	NA	16	5,000
Table Tennis	World Junior & Cadet Championships	International	NA	200	5,000
Table Tennis	ITTF World Tour - Hong Kong Open	International	Annual	400	3,000
Table Tennis	ITTF World Tour Grand Finals	International	NA	80	5,000
Tennis	Junior Tournaments	International	NA	200	500
Tennis	ATF 14 and under Tournament	International	NA	200	500
Tennis	ATP World Tour 500	International	NA	NA	6,000
Tennis	ATP World Tour 250	International	NA	NA	4,500
Tennis	WTA Premier 5	International	NA	NA	4,500
Tennis	WTA Premier	International	NA	NA	4,000
Tennis	WTA International	International	NA	NA	3,600
Tenpin Bowling	Asian championships	International	NA	NA	300
Tenpin Bowling	Asian School Championships	International	NA	NA	300
Tenpin Bowling	Asian Youth Championships	International	NA	NA	300
Tenpin Bowling	World Championships	International	NA	NA	300

NSA	Event	Level	Potential frequency of the event held in HK	Expected highest no. of athletes per day	Expected highest no. of spectators per day
Tenpin Bowling	World Youth Championships	International	NA	NA	300
Volleyball	Asian Senior Volleyball Championship	International	NA	192	7,000
Volleyball	Junior Volleyball Championship	International	NA	192	5,000
Volleyball	Youth Volleyball Championship	International	NA	192	5,000
Wushu	International Wushu Championships	International	NA	1,500	4,000
Wushu	Asian Traditional Wushu Championships	International	NA	1,500	4,000
Wushu	Asian Wushu Championships	International	NA	1,500	4,000

Source: Questionnaire, NSA interviews

5.2.2.2 Elite athlete training

In Tables 8 and 9 below, OC summarises the responses of NSAs and HKPC&SAPD on elite athlete training in the Sports Park.

Table 8: Using the Public Sports Ground for elite athlete training

NSA	Regular elite athlete training	Youth development
HKAAA	Y	
Baseball	Y	
Cricket	Y	
Football	Y	Y
Hockey	Y	Y
HKPC&SAPD		Y
Rugby	Y	

Table 9: Using the Indoor Sports Centre for elite athlete training

NSA	Regular elite athlete training	Youth development
Badminton	Y	
Boxing	Y	
Hockey	Y	Y
Kendo	Y	
Mountaineering & Climbing	Y	
Netball	Y	
HKPC&SAPD	Y	
Shuttlecock	Y	Y
Squash	Y	
Tenpin Bowling	Y	
Wushu	Y	

5.2.2.3 Community sports activities

In Tables 10 and 11 below, OC highlights feedback from the NSAs on community sports activities to be organised in the Sports Park.

Table 10: Using the Public Sports Ground for community sports

NSA	Local league competition	Affiliated clubs training	School use	Community programme
Baseball			Y	
Cricket	Y			Y
Football	Y	Y		
Hockey		Y		Y
Rugby	Y	Y		

Indoor Sports Centre

Table 11: Using the Indoor Sports Centre for community sports

NSA	Local league competition	Affiliated clubs training	School use	Community programme	Meeting/ workshop	Coach/ referee class
Badminton	Y	Y				
Basketball				Y		
Boxing				Y	Y	
Golf				Y		
Gymnastics				Y		
Hockey		Y		Y		Y
Kendo		Y				
Mountaineering & Climbing				Y		
Netball	Y	Y	Y			
HKPC&SAPD				Y		
Schools Sports			Y			
Shuttlecock					Y	Y
Squash		Y		Y		
Table Tennis	Y					
Tenpin Bowling			Y	Y		Y
Wushu	Y			Y	Y	

Open Space

A number of NSAs including Tennis, Golf, Volleyball and HKAAA suggested specific uses for the open space there. For instance, Tennis advised that, in order to be able to host international events in the Sports Park that have similar or higher requirements than the current Hong Kong Tennis Open, a minimum of 4 practice courts would be required. If these courts could not be provided in the Indoor Sports Centre, the open space could be an alternative by providing a temporary cover to meet venue requirements.

Some of the NSAs indicate that, during major sports events, the open space around the Main Stadium, the Public Sports Ground and the Indoor Sports Centre could be used as an event village, activity areas, support stations, etc.

5.2.3 Technical Requirements on Core Sports Facilities

As part of the stakeholder interactions key NSAs were requested to provide to OC the latest technical requirements relevant to events that might be held at the Sports Park. The objectives of the process are:

- to obtain detailed and accurate technical information to facilitate planning work;
- to assess the likelihood that the Sports Park could provide the necessary facilities to host the events suggested by NSAs through examining the technical information; and
- to identify technical issues and challenges that might arise.

An analysis of the technical information collected is now in progress. Such information will be used as a major input to the terms and conditions in developing the building contract for the Sports Park.

5.2.4 Commercial Elements of the Sports Park

5.2.4.1 Hotel

NSAs and HKPC&SAPD are almost unanimously in favour of a hotel being located on the Sports Park precinct. Major expectations with regard to the quality of the hotel, price, number of rooms and catering facilities are as follows:

- most NSAs favour a four-star hotel;
- on average, NSAs expressed that they would expect to pay a hotel room rate at around HK\$700 to HK\$1,000 per night. (At the highest end, Tennis stated they would usually pay HK\$1,400 per room per night for an invited player. However, Gymnastics prefers minimising its cost by arranging three to six athletes to be accommodated in a room at a price of HK\$400-500 per room per night);
- most NSAs request gym facilities within the hotel while only a few indicate that a swimming pool is required;
- The provision of food and beverage facilities should cater for the needs of athletes. Some NSAs explained that athletes would normally take meals at the hotel. An important feature of the hotel could be the ability to provide catering services and other support services for the whole Sports Park during competitions; and
- HKPC&SAPD pointed out that the hotel should be designed to take into account the needs of athletes with disabilities. For example, room doors should be wide enough to accommodate wheelchairs and toilet doors should be removable.

5.2.4.2 Car Parking

NSAs require parking accessibility for their staff working in the office building on a day-to-day basis, but relatively few NSAs made special requests for parking spaces during competitions and events. Some NSAs mentioned the need for car parking spaces to accommodate additional entertainment and retail (for example merchandise stalls) requirements during sports events.

Most NSAs advised that it is necessary to provide parking spaces for team coaches during event days.

5.2.4.3 Retail

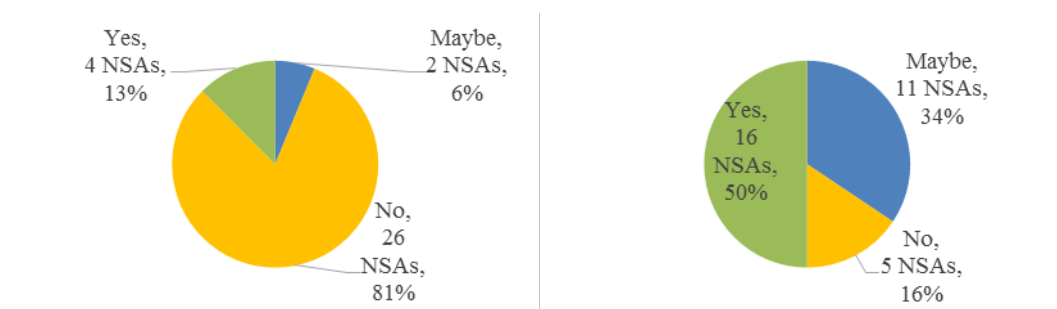
Several sports including Rugby, Tennis, Table Tennis and Gymnastics specifically mentioned that a major feature of the Sports Park should be that space should be made available for a temporary tournament/event village and activation areas for sponsors and other suppliers to sell souvenirs and merchandise. Rugby emphasised the need for flexibility on event days for using space in the precinct to maximise the fan experience and income streams. Basketball favours having a sports shop permanently situated within the Sports Park, while Tenpin Bowling requests a pro shop adjacent to the bowling centre.

5.2.4.4 Office

On the issue of office accommodation, OC was tasked to find out the extent to which NSAs are actually interested in relocating their existing offices to the Sports Park.

Concessionary rent is a key determinant as to where NSAs wish to be located. As can be seen in Figures 2 and 3 below, of the 32 responses (31 via questionnaire and 1 via face-to-face interview) to the questions relating to office accommodation only 19% of the NSAs expressed an interest in relocating their offices to the Sports Park at market rent. 81% of them would be interested only if concessionary rent was provided.

Figures 2 and 3: NSAs' level of interest in relocating offices



It appears that concessionary rent will play a bigger part in the decision making process for those NSAs who occupy less space than those who occupy more space. There were 24 NSAs who responded and currently occupy space in Olympic House. Of these, 20 occupy an office area less

than 1,000 square feet, and only one of them answered ‘yes’ to relocation if market rent is required to be paid for office accommodation in the Sports Park.

From the one-on-one meetings held with some NSAs, it was mentioned that their decision on whether to relocate from existing accommodation to the Sports Park might depend on the location decision of SF&OC and other NSAs. NSAs who have shared this view explicitly during one-on-one meetings include Baseball, Rugby and Football.

An issue arises as to whether it is beneficial to have all NSAs under one roof and further analysis should be carried out.

The provision of ancillary facilities also appears to be a factor in NSAs’ choice of office accommodation. These include:

- conference and meeting rooms: some NSAs mentioned that, in addition to location and rent, a major factor when considering the ideal office accommodation was the availability of conference rooms for meetings. Facilities such as video conference and conference calls are currently provided in the Olympic House;
- event planning area: Rugby indicates that, a week before and during a major event such as the Hong Kong Sevens, a planning area accommodating up to 25 people was required. They strongly suggest that the planning of the Sports Park should take this into consideration; and
- storage space: Storage space is a key concern for almost all NSAs. Many highlighted the current lack of storage space in the Olympic House and said they would consider it a significant incentive to relocate their offices if the Sports Park was able to provide sufficient storage space.

5.2.5 Non-NSA Sport Stakeholders

In the course of the stakeholder engagement process, organising bodies of other sports which do not have official NSA status have contacted the HAB or OC to indicate the interest in having their sports to be included in the planning of the Sports Park. A summary of discussions with these organisations is provided in the paragraphs below.

5.2.5.1 Lacrosse

The association envisages that their existing event, i.e. the Hong Kong Lacrosse Open, could move to the Sports Park and also new events such as the Asia Pacific Lacrosse Championship Game could be brought to the venue. The association indicates that both events might attract some 5,000 spectators.

Lacrosse would also be interested in using any fitness facilities in the Sports Park for elite athlete physical training. They would also consider organising community programmes in the Sports Park to promote lacrosse in Hong Kong.

5.2.5.2 Australian Rules Football

Port Adelaide Football Club (PAFC) expressed an interest in having a venue in Hong Kong for Australian Rules Football to grow in the region. PAFC is one of eighteen clubs that compete in

the Australian Football League (AFL) and have been pioneering and sponsoring the code of Australian Football in Hong Kong and China since 2013.

They envisage the stadium could allow exhibition matches of national AFL clubs, pre-season events or full-scale matches for premiership points. They would also be able to host China's national AFL team, which PAFC are sponsoring to join competitions in Hong Kong.

5.2.5.3 RunOurCity

RunOurCity expressed interest to use the Sports Park as a start or finish of their distance running events such as Marathon. They are also interested to use the Sports Park facilities to support their existing distance running training courses with the schools in nearby districts.

5.2.6 Legislative Council Member for the Sports, Performing Arts, Culture and Publication Functional Constituency

During the meeting with OC and HAB, the Honourable MA Fung-Kwok reiterated his support for the Sports Park project. He also provided his opinions on the project which are set out below:

- to meet the needs of different sports and usages, the design of the venue must be truly multi-purpose;
- sports facilities operated on a commercial basis should be considered, where a greater weight on commercial elements might attract more visitors;
- project Team should liaise with the relevant departments so that the road network in Kai Tak could accommodate road races, such as Marathon, cycling races or automobile races, by using facilities in the Sports Park as the start or the finish of the races;
- sports facilities which could not be accommodated in the Sports Park should be adequately provided for elsewhere in Hong Kong;
- office space should be provided for NSAs and other sports organisations; and
- the project team should maintain regular and effective communication with the sports sector.

5.3 Issues of Importance to the Sport Sector

OC identified a number of concerns important to NSAs and other sports bodies, which are summarised below:

- Main Stadium Roof
 - Rugby and Football indicate a preference for a retractable roof solution;
- Turf
 - currently it appears that the preference of both Rugby and Football is that the Main Stadium should have natural turf for important events;
 - Rugby mentioned that the views within rugby around the world are starting to change with regard to artificial surfaces, which is becoming more acceptable;

- Rugby added that there should be some consistency between the surfaces of the Main Stadium and the Public Sports Ground to facilitate warm up arrangements during major events. That means if natural turf was used in the Main Stadium, the Public Sports Ground should be provided the same materials;
- “Clean Stadium”
 - both Football and Rugby indicate that it would be their preference to have access to the Main Stadium free of advertising, although they are both aware of the difficulties this might cause. By having a “clean” venue, the promoter of an event (which in the case of the Hong Kong Sevens would be the Hong Kong Rugby Union, its sponsors and commercial partners) can avoid conflicts with venue sponsors who may have negotiated long-term arrangements with the Stadium operator;
 - other NSAs also commented that many international governing bodies would require that all advertisements regarded as being in conflict with sponsors of a particular event should be removed during the event;
- Seating capacity of the Indoor Sports Centre

The views of NSAs vary, for example:

- Volleyball would prefer a seating capacity of 15,000 which is the minimum requirement for hosting World Championships;
- Tennis would require a minimum of 6,000 seats for ATP World Tour 500 series;
- Badminton indicates a minimum requirement of 5,000 seats surrounding the 6 badminton courts, with an expected number of spectators of 7,000 per day;
- Basketball indicates a minimum capacity of around 5,000 seats, with an expected number of spectators of 7,000 or above for China Basketball Association matches;
- Handball and Table Tennis indicate their preference for a capacity of around 5,000 seats for future events; and
- Gymnastics indicates that 6,000 to 7,000 seats would be required to accommodate spectators for major championships in the future.
- Secondary arena in the Indoor Sports Centre
 - Various NSAs suggest that the secondary arena, serving as a warm-up venue, should be provided on the same level as the main arena. If it was not located on the same level, a dedicated elevator and staircase to link the two venues should be provided for athletes. Some NSAs (including Tennis and Volleyball) provided technical requirements of secondary arena;
- Cricket and baseball at the Public Sports Ground
 - the feasibility of accommodating cricket and baseball in the Sports Park is a complex issue. Work is ongoing on whether and how international cricket and baseball events could be staged at the Public Sports Ground by overlaying turf on top of athletics track;
- Hockey at the Public Sports Ground

- Hockey expressed interest in hosting its outdoor hockey events in the Sports Park. The possibility of holding outdoor hockey events at the Public Sports Ground is mainly subject to whether appropriate turf coverage could be applied;
- Rugby at the Public Sports Ground
 - Rugby expressed some concerns on the possibility of fitting an international standard pitch inside the athletics track without overlays;
 - Rugby indicates it would also be important to understand the future plans for rugby pitches at the existing Hong Kong Stadium, Aberdeen Sports Ground and Siu Sai Wan Sports Ground. If there is a commitment to maintaining and upgrading these playing fields, it will be less unlikely for Rugby to use the Public Sports Ground as a training/competition venue;
- Seating capacity of the Public Sports Ground
 - Football prefers that the seating capacity of the Public Sports Ground should bridge the gap between the Main Stadium (50,000 seats) and the Mong Kok Stadium (6,700 seats). A “medium-sized” sports ground would be more appropriate for domestic cup finals or lower level Hong Kong representative team matches;
 - HKAAA advises that:
 - if Hong Kong was to host an international athletics event, it would attract no more than 6,000 spectators;
 - any expansion of the roof structure as a result of an increase in spectator seats should not cover the athletics track;
 - School Sports advises that the ideal seating capacity for the Public Sports Ground would be 4,000 to 5,000. They prefer a warm-up track to be provided within the Public Sports Ground;
- Golf driving range in the Sports Park
 - Golf expressed an interest in having a driving range in the Sports Park for both elite training and community patronage;
- Warm-up athletics track in the Sports Park
 - HKAAA expressed that, if international athletics events were to be staged, a warm-up track needed to be placed next to the competition ground. Having considered the likely configuration of the Sports Park and the expected number of spectators for athletics events, HKAAA indicates that it is likely they would continue using the Tseung Kwan O Sports Ground as the primary venue for their athletics events;
- Beach sports court in the Sports Park
 - Volleyball expressed interest in a permanent multi-purpose beach sports court being built in the Sports Park to host beach football, beach volleyball and beach handball events;
- Climbing walls in Indoor Sports Centre

- Climbing hopes for climbing walls to be built in the Sports Park that would be suitable for running international Lead, Speed and Bouldering Competitions. Given the different weather conditions in spring and summer months, it would be essential to have both indoor and outdoor walls. It is proposed that the outdoor walls be built on the external wall of the Indoor Sports Centre. A roofing system over the entire climbing area would be desirable for events to take place in different weather conditions. Spectator stands for both indoor and outdoor climbing walls would be required;
- Sports Park and Marathon
 - HKAAA and RunOurCity are both of the view that the Sports Park could be an appropriate venue for the start / finish of a marathon event. They emphasised that the entrance/exit of the Public Sports Ground and the Main Stadium should be wide enough for such events. Car parks and other open areas could be used for participants to deposit belongings. Depending on the layout of the Sports Park, it could be a compelling alternative to the Victoria Park, the existing finishing venue of the Hong Kong Marathon.

6 Key Findings from Entertainment Industry

Key feedback from the entertainment industry is summarised below:

- PIA members feel their needs in terms of appropriate venues in Hong Kong have not been met so far;
- with increasing competition from many new modern venues in China and across Asia, the PIA believes the Sports Park could be an opportunity for the entertainment industry to have a venue that would meet unsatisfied demand and keep pace with regional competition;
- the PIA would like to see a venue of at least 35,000 seats in capacity in Hong Kong to attract international, regional and local artists;
- other stakeholders reinforced the need for a state-of-the-art indoor arena with a capacity of between 10,000 and 15,000 spectators. AEG Live claimed that there would be much higher demand for an indoor arena with a capacity of 10,000 to 15,000;
- according to the PIA, the average hire charge in the region is in the order of 15% or is based on a flat rate. They expressed concern over potential future operating costs of hiring venues in the Sports Park if its business model is highly commercially driven;
- PIA raised concerns over noise from activities like music festivals. Nearby residents could and would complain on a “subjective nuisance basis” under the Noise Control Ordinance. It was suggested that the Sports Park could have noise level meters located at the closest residential site areas to register the noise levels constantly, the data of which could be published on a public website;
- from an entertainment perspective, the PIA indicates a preference for a fixed close roof in the Main Stadium. This is for reasons of noise control and also audience comfort. The best seats for a concert in the Main Stadium are likely to be in the centre of the stadium floor. If a retractable roof solution is adopted, PIA are concerned that the high cost for cooling down the stadium prior to events will influence the overall venue hire charges; and
- event organisers such as Clockenflap expressed an interest in hiring all available rooms in the hotel during their events.

7 Next Steps

7.1 SF&OC, HKPC&SAPD and NSAs

Stakeholder engagement exercise is an ongoing process. Further follow-up is required with SF&OC, HKPC&SAPD and NSAs. There will be continued interaction and in-depth discussions among representatives of OC, SF&OC, HKPC&SAPD and NSAs on issues such as business plans, operation plans, technical requirements and tender drawings.

OC also needs to communicate with stakeholders on aspects that may not fully meet their aspirations or expectations for the Sports Park.

7.2 Engagement with Wider Community

Kai Tak Sports Park is for all people in Hong Kong. OC is assisting HAB to launch a two-month public engagement exercise from May to July 2016 with an aim to provide information on the planning of the project and collect public views about the Sports Park. The exercise includes roving exhibitions around the territory, school briefings and media interviews. A dedicated new website for the Sports Park (www.KaiTakSportsPark.hk) will also be launched. A questionnaire survey will be conducted at exhibition venues and online at the new project website to gauge public opinions. Further community engagement is expected in the coming year.

8 Appendices

A Glossary

Abbreviations for LCSD subvented NSAs

Wherever applicable, an abbreviated term is used as the name for NSAs. The full list is as follows:

No	NSAs	Abbreviated term
1	Hong Kong Archery Association	Archery
2	Hong Kong Amateur Athletic Association	HKAAA
3	Hong Kong Badminton Association	Badminton
4	Hong Kong Baseball Association	Baseball
5	Hong Kong Basketball Association	Basketball
6	Hong Kong Billiard Sports Control Council	Billiard Sports
7	Hong Kong China Bodybuilding and Fitness Association	Bodybuilding & Fitness
8	Hong Kong Boxing Association	Boxing
9	Hong Kong Canoe Union	Canoe
10	Hong Kong Cricket Association	Cricket
11	Cycling Association of Hong Kong, China	Cycling
12	Hong Kong DanceSport Association	DanceSport
13	Hong Kong Sports Association of the Deaf	Deaf
14	Hong Kong Chinese Martial Arts Dragon and Lion Dance Association	Dragon & Lion Dance
15	Hong Kong China Dragon Boat Association	Dragon Boat
16	Hong Kong Equestrian Federation	Equestrian
17	Hong Kong Fencing Association	Fencing
18	Hong Kong Football Association	Football
19	Hong Kong, China Gateball Association	Gateball
20	Hong Kong Golf Association	Golf
21	Gymnastics Association of Hong Kong, China	Gymnastics
22	Handball Association of Hong Kong, China	Handball
23	Hong Kong Hockey Association	Hockey
24	Hong Kong Ice Hockey Association	Ice Hockey
25	Hong Kong Sports Association for Persons with Intellectual Disability	Intellectual Disability
26	Judo Association of Hong Kong, China	Judo
27	Karatedo Federation of Hong Kong, China	Karatedo
28	Hong Kong Kart Club	Kart
29	Hong Kong Kendo Association	Kendo
30	Hong Kong Lawn Bowls Association	Lawn Bowls
31	Hong Kong Life Saving Society	Life Saving
32	China Hong Kong Mountaineering and Climbing Union	Mountaineering & Climbing
33	Hong Kong Muay Thai Association	Muay Thai
34	Hong Kong Netball Association	Netball
35	Orienteering Association of Hong Kong	Orienteering

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36	Hong Kong Federation of Roller Sports	Roller Sports
37	Hong Kong, China Rowing Association	Rowing
38	Hong Kong Rugby Union	Rugby
39	Hong Kong Sailing Federation	Sailing
40	The Hong Kong Schools Sports Federation	Schools Sports
41	Hong Kong Shooting Association	Shooting
42	Hong Kong Shuttlecock Association	Shuttlecock
43	Hong Kong Skating Union	Skating
44	Hong Kong Softball Association	Softball
45	Hong Kong Squash	Squash
46	Hong Kong Amateur Swimming Association	Swimming
47	Hong Kong Table Tennis Association	Table Tennis
48	Hong Kong Taekwondo Association	Taekwondo
49	Hong Kong Tennis Association	Tennis
50	Hong Kong Tenpin Bowling Congress	Tenpin Bowling
51	Hong Kong Triathlon Association	Triathlon
52	Hong Kong Underwater Association	Underwater
53	The University Sports Federation of Hong Kong, China	University Sports
54	Volleyball Association of Hong Kong, China	Volleyball
55	Hong Kong Water Ski Association	Water Ski
56	Hong Kong Weightlifting and Powerlifting Association	Weightlifting & Powerlifting
57	Windsurfing Association of Hong Kong	Windsurfing
58	Hong Kong Wushu Union	Wushu

Other abbreviations

Full term	Acronym / Abbreviated term
Asian Bowling Federation	ABF
Asian Football Confederation	AFC
Australian Football League	AFL
Asian Confederation Boxing Championships	ASBC
Asian Tennis Federation	ATF
Badminton World Federation	BWF
England and Wales Cricket Board	ECB
International Basketball Federation	FIBA
International Federation of Association Football	FIFA
International Gymnastics Federation	FIG
International Volleyball Federation	FIVB
Gymnastics for All	GFA
Home Affairs Bureau	HAB
Hong Kong Association of Sports Medicine and Sports Science Limited	Sports Medicine and Sports Science
Hong Kong Football Association	HKFA
Hong Kong Jockey Club	HKJC
Hong Kong Sports Institute	HKSI
Hong Kong Paralympic Committee & Sports Association for the Physically Disabled	HKPC&SAPD
International Association of Athletics Federations	IAAF
International Baseball Federation	IBAF
International Cricket Council	ICC
International Handball Federation	IHF
International Table Tennis Federation	ITTF
International Wheelchair & Amputee Sports Federation	IWAS
Leisure and Cultural Services Department	LCSD
Kai Tak Sports Park	Sports Park
National Sports Association	NSA
Operations Consultants	OC
Port Adelaide Football Club	PAFC
Performing Industry Association	PIA
Sports Federation & Olympic Committee of Hong Kong, China	SF&OC
World DanceSport Federation	WDSF

B NSA Questionnaire

Questionnaire 問卷	
Name of Association 組織名稱	
Contact Person 聯絡人	
Phone Number 聯繫電話	
Email Address 電郵地址	
1. Structure of the sport in Hong Kong 相關運動在香港的基本結構	
1.1 How many clubs are affiliated (by category, if applicable) to your association? 請問貴會有多少個附屬的屬會（按類別，如適用）？	
1.2 How many participants of your sport in Hong Kong? 請問在香港有多少人參與該項運動？	
1.2.1 Registered participants of your association, your affiliated clubs or your sport (if applicable) 貴會，附屬屬會及貴會運動（如適用）的登記參與者人數 1.2.2 Estimated non-registered participants of your sport in Hong Kong 估計在香港未登記的參與者人數	
1.3 Your vision 你的願景	
1.3.1 What do you envisage will be the growth of the participants in your sport over the next 10 years 在未來十年貴會運動的參與人數增長	
2. Information on the Association 貴會的基本資料	
2.1 Employees 僱員	
2.1.1 How many full-time employees do you currently have? 請問貴會目前有多少全職員工？ 2.1.2 How many permanent part-time staff do you currently have? 請問貴會目前有多少長期兼職員工？ 2.1.3 Of the (2.1.1) above, how many are subvented by the LCSD? 請問如上（2.1.1）提到的員工中，有多少為康樂及文化事務署資助？ 2.1.4 What growth do you envisage in the number of Association employees for full-time and permanent part-time respectively over the next seven to ten years? 請問在未來七到十年內，預計貴會的全職員工及長期兼職員工數目的分別增長？	
2.2 Office Accommodation 辦公設施	
2.2.1 Where are your office(s) currently located? 請問貴會目前的辦公室地點？ 2.2.2 What is the size of your office(s)? 請問貴會的辦公室面積？ 2.2.3 Would you be interested to vacating your current office(s) and rent space in Sports Park under each of the following scenarios: 請問貴會在下列情況下是否有興趣搬離目前的辦公室，租用啟德體育園區的辦公室：	

Questionnaire 問卷

- A) If you are required to pay market rents for the entire office? 如貴會需要以市場租金價格支付整個辦公室的租金?

How much total space would you rent under Scenario A? 在情況 A 下，貴會願意租用的辦公室面積是多少?

- B) If you are given concessionary rent for space occupied by full time employees subvented by LCSD? 如貴會可以就康樂及文化事務署資助的全職員工所佔用的辦公室面積取得優惠租金?

How much space would you rent with market rate in addition to those which are given concessionary rate under Scenario B? 在情況 B 下，貴會願意在優惠租金租用的面積以外，租用多少以市場價格支付的辦公室面積?

3. Past events – to be completed by those sports for which facilities may be included within the Sports Park 過去活動 – 適用於啟德體育園區將可能提供相關設施的體育項目

Answers to these questions should be completed on separate pages for each event. Please use the Attachment 1 answer sheet for completion (please photocopy as needed) 每一活動請用另頁回答。請使用附件 1 之答題紙 (可按需要自行複印)

3.1 Please provide the following details on the 10 largest major events (including tournaments) for your sport which have taken place in Hong Kong and have attracted spectators. (Events should have taken place in the last five years) 請提供過去五年貴會運動在香港的 10 大主要吸引到觀眾的活動 (包括賽事)

- a) Was the event national, regional, international? 該項節目為國家性，地區性或者國際性活動?
- b) Was this a regular event? If yes, how often does it take place? 該項節目是否為定期舉行的活動? 如是，該活動多久時間舉行一次?
- c) What time of year did the event take place? 該項活動舉行的日期?
- d) How many days did the event last? Did the event require training days at the venue? 該項活動持續幾日? 該項活動是否需要在場地進行訓練以及需要天數?
- e) How many athletes took part at each event per day? 該項活動每日有多少運動員參與?
- f) How many spectators attended each event per day? 該項活動每日有多少觀眾出席?
- g) Did spectators pay entrance fee? 觀眾是否需要支付入場費?
- h) At which venue did this event take place? 舉行活動的場地?
- i) Were any additional sports venues required during the event? For example, warm-up facilities which need to be close to event venue, training facilities, etc. Please provide details. 在活動過程中，是否需要其他額外體育場地? 例如需鄰近活動場地的熱身場地，訓練場地等，請提供詳情。
- j) What was the space requirement for each event? Please provide details, such as the competition area, the spectator capacity, other supporting facility requirement, etc. 該項活動需要的場地大小? 請提供詳情，例如比賽區域，觀眾席數目，其他支援設施需要等
- k) In cases where the venue used was not operated by LCSD, please provide information on how much was the total cost (including hiring charges and other service charges) for using the venue? 如該場地不是由康樂及文化事務署營運，請提供使用該場地的總費用的相關資訊 (包括租用費用及其他服務費用)
- l) Please outline other costs incurred in hosting each event. 請提供舉行該項活動的其他成本

Questionnaire 問卷
4. Potential future sports events 未來潛在運動活動 Answers to these questions should be completed on separate pages for each event. Please use the Attachment 2 answer sheet for completion (please photocopy as needed) 每一活動請用另頁回答。請使用附件 2 之答題紙 (可按需要自行複印)
<p>4.1 Are there major events in your sport which could be attracted to Hong Kong as a result of the new facilities envisaged to be located at Kai Tak Sports Park? 在貴會體育運動領域中，會否有貴會的體育活動因啟德體育園區規劃中的新體育設施而被吸引到香港舉行？</p> <p>a) Which event? 如有，是哪項活動？</p> <p>b) What facilities would be required for the event? 這項活動需要哪些設施？</p> <p>c) What is the potential number of athletes for each event? 這項活動預計會有多少運動員參與？</p> <p>d) What is the potential number of spectators for each event per day? 這項活動預計每日會吸引多少觀眾出席？</p> <p>e) Where has the event taken place in previous years? 這項活動在過去哪些地方舉辦過？</p> <p>f) How often does the event happen? 這項活動多久舉辦一次？</p> <p>g) Could the event be held at existing LCSD venues? If yes, why has it not been held? 這項活動是否可以在康樂及文化事務署現有的場館舉辦？如是，是否有任何原因這些活動過去沒有在香港舉辦？</p>
5. Non Event Usage 非活動用途
<p>5.1 Please suggest ways in which you think that the Sports Park facilities could be used by your sport other than for major events? 請建議除主要活動之外，貴會運動會在什麼情況下可能使用到啟德體育園區的設施？</p> <p>a) Elite athlete usage 精英運動員用途</p> <p>b) Community/leisure athlete usage 社區/康樂運動員用途</p>

Attachment 1 附件 1

Answer sheet for Question 3 問題 3 答題紙

3. Past events – to be completed by those sports for which facilities may be included within the Sports Park 過去活動 – 適用於啟德體育園區將可能提供相關設施的體育項目

3.1 Please provide the following details on the 10 largest major events (including tournaments) for your sport which have taken place in Hong Kong and have attracted spectators. (Events should have taken place in the last five years) 請提供過去五年貴會運動在香港的 10 大主要吸引到觀眾的活動 (包括賽事)

- a) Was the event national, regional, international? 該項節目為國家性，地區性或者國際性活動？
- b) Was this a regular event? If yes, how often does it take place? 該項節目是否為定期舉行的活動？如是，該活動多久時間舉行一次？
- c) What time of year did the event take place? 該項活動舉行的日期？
- d) How many days did the event last? Did the event require training days at the venue? 該項活動持續幾天？該項活動是否需要在場地進行訓練以及需要天數？
- e) How many athletes took part at each event per day? 該項活動每日有多少運動員參與？
- f) How many spectators attended each event per day? 該項活動每日有多少觀眾出席？
- g) Did spectators pay entrance fee? 觀眾是否需要支付入場費？
- h) At which venue did this event take place? 舉行活動的場地？
- i) Were any additional sports venues required during the event? For example, warm-up facilities which need to be close to event venue, training facilities, etc. Please provide details. 在活動過程中，是否需要其他額外體育場地？例如需鄰近活動場地的熱身場地，訓練場地等，請提供詳情。
- j) What was the space requirement for each event? Please provide details, such as the competition area, the spectator capacity, other supporting facility requirement, etc. 該項活動需要的場地大小？請提供詳情，例如比賽區域，觀眾席數目，其他支援設施需要等
- k) In cases where the venue used was not operated by LCSD, please provide information on how much was the total cost (including hiring charges and other service charges) for using the venue? 如該場地不是由康樂及文化事務署營運，請提供使用該場地的總費用的相關資訊 (包括租用費用及其他服務費用)
- l) Please outline other costs incurred in hosting each event. 請提供舉行該項活動的其他成本

Attachment 2 附件 2

Answer sheet for Question 4 問題 4 答題紙

4. Potential future sports events 未來潛在運動活動

4.1 Are there major events in your sport which could be attracted to Hong Kong as a result of the new facilities envisaged to be located at Kai Tak Sports Park? 在貴會體育運動領域中，會否有貴會的體育活動因啟德體育園區規劃中的新體育設施而被吸引到香港舉行？

- a) Which event? 如有，是哪項活動？
- b) What facilities would be required for the event? 這項活動需要哪些設施？
- c) What is the potential number of athletes for each event? 這項活動預計會有多少運動員參與？
- d) What is the potential number of spectators for each event per day? 這項活動預計每日會吸引多少觀眾出席？
- e) Where has the event taken place in previous years? 這項活動在過去哪些地方舉辦過？
- f) How often does the event happen? 這項活動多久舉辦一次？
- g) Could the event be held at existing LCSD venues? If yes, why has it not been held? 這項活動是否可以在康樂及文化事務署現有的場館舉辦？如是，是否有任何原因這些活動過去沒有在香港舉辦？

C Workshop feedback analysis

Priority Users



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NSA - Priority Users

User Type	Count
Travelling athletes	19
Tourists	17
NSAs	10
Commercial "sports" tenants	5
Commercial "non-sports" tenants	3

HAB - Priority Users

User Type	Count
Travelling athletes	17
Tourists	12
General public usage	11
NSAs	5
Commercial "non-sports" tenants	2

Primary Objectives

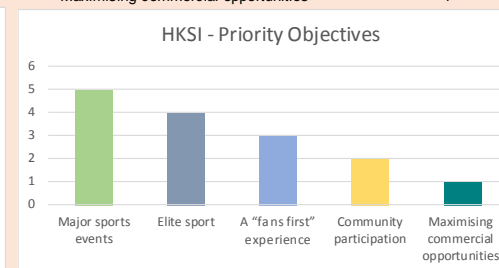
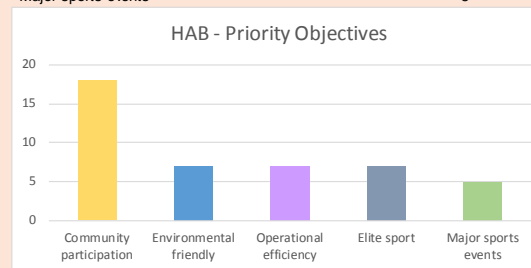
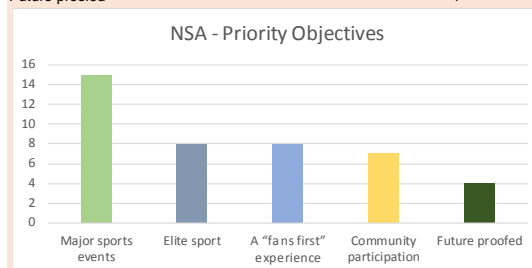


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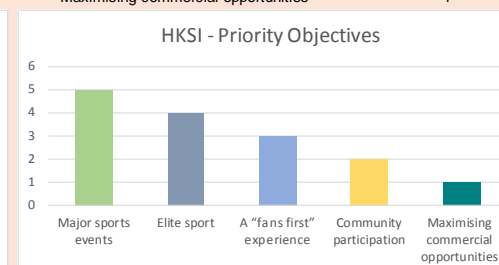
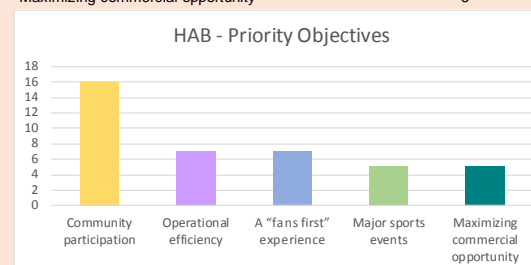
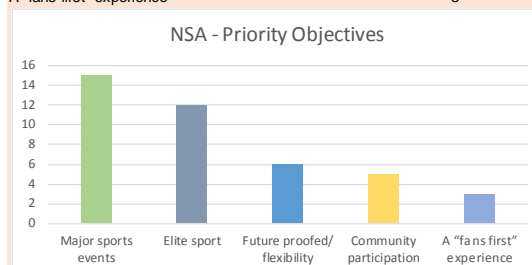
Public Sports Ground - Priority Objectives

Priority	NSA - Priority Objectives	Priority	HAB - Priority Objectives	Priority	HKSI - Priority Objectives
Major sports events	15	Community participation	18	Major sports events	5
Elite sport	8	Environmental friendly	7	Elite sport	4
A "fans first" experience	8	Operational efficiency	7	A "fans first" experience	3
Community participation	7	Elite sport	7	Community participation	2
Future proofed	4	Major sports events	5	Maximising commercial opportunities	1



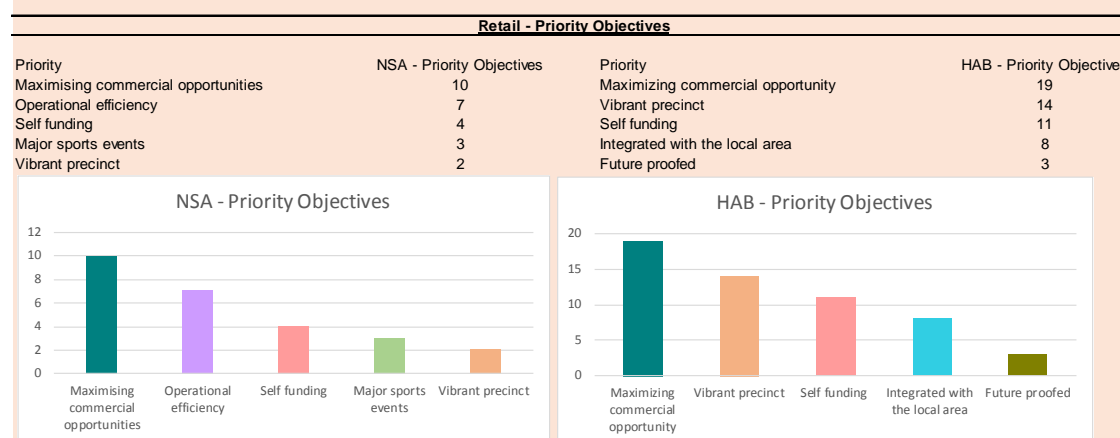
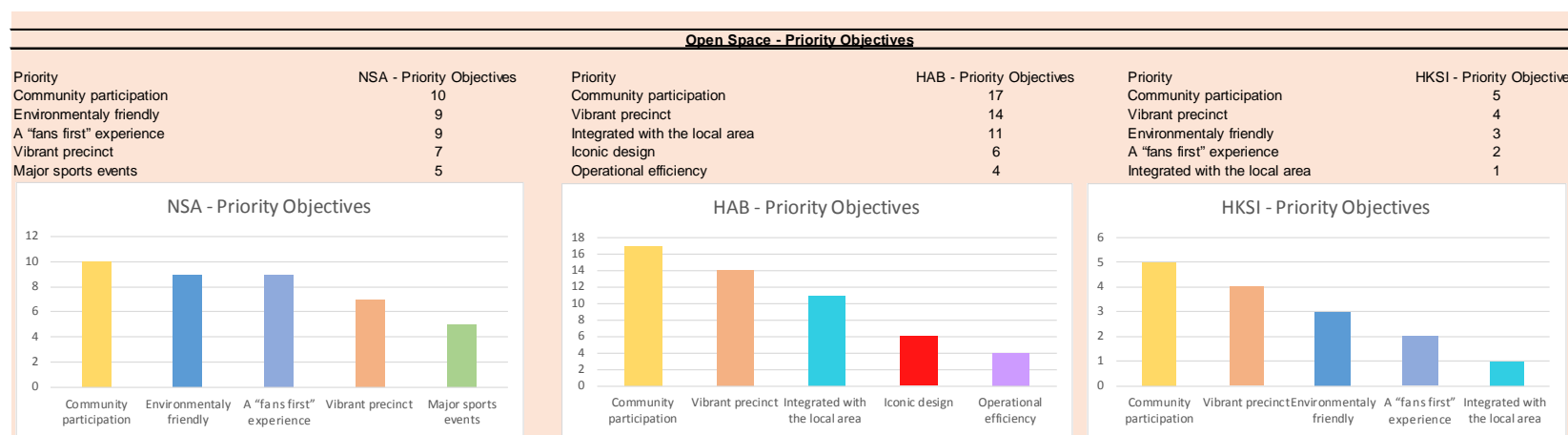
Indoor Sports Centre - Priority Objectives

Priority	NSA - Priority Objectives	Priority	HAB - Priority Objectives	Priority	HKSI - Priority Objectives
Major sports events	15	Community participation	16	Major sports events	5
Elite sport	12	Operational efficiency	7	Elite sport	4
Future proofed/ flexibility	6	A "fans first" experience	7	A "fans first" experience	3
Community participation	5	Major sports events	5	Community participation	2
A "fans first" experience	3	Maximizing commercial opportunity	5	Maximising commercial opportunities	1



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NSA - Priority Objectives

Priority	Score
Major sports events	10
Operational efficiency	7
Maximising commercial opportunities	5
Self funding	4
Future proofed/ flexibility	2

HAB - Priority Objectives

Priority	Score
Maximizing commercial opportunity	19
Major sports events	9
Self funding	7
Vibrant precinct	4
Operational efficiency	4