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**Achieving Sustainable Urban Park Management in Hong Kong  
through the Development of Indicators**

制定指標，向可持續的香港城市公園管理進發

**Final Report**

**(Project No.: 2015.A4.017.16B)**

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**October 2017**

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## **Abstract**

### Aim

This project produces knowledge and policy guidance on how to develop an updated and applicable set of indicators for sustainable urban park management in Hong Kong.

### Project Background

Urban parks in the densely-populated Hong Kong are much visited. Having to cope with dynamic user expectations, park managers have encountered challenges over time, and the quest for innovating park management strategies is ongoing. Indicators can be used as tools for improving park management. In 2004, a first set of indicators for urban park management in Hong Kong was produced by collating the inputs of local park managers, academics and a sample of park users. Managers and users were asked about their views on the respective levels of importance and performance of individual indicators. In 2012, a follow-up survey was conducted with the managers to discover whether their views regarding these indicators and their own performances had changed. Results from both surveys revealed changing perceptions regarding the indicator importance and performance. The results identified improvements and shortcomings in urban park management in Hong Kong.

### Brief Project Description

The current study confirms the usefulness of a modified Delphi approach to coordinate the inputs from multi-stakeholders. It contributes to improving the local park management strategy, which is arguably lagging behind that of many countries in Europe and North America. Based on the 2004 study's approach (an indicator selection, screening and rating process), this project bridges an information gap in Hong Kong's urban parks through an integration of manager and user perspectives. The research outcome is a framed set of indicators that may well be applied, measured and compared in the major local parks.

### Significance

This project is of high policy relevance and it will be constructive when the research efforts are continued. It involves a longitudinal study which provides useful information about dynamic park management. Observations of the perceptions of both managers and users assisted in identifying areas of change and in guiding the direction of future park

management. The park indicator set has the potential for application with the involvement of park authority. Urban park management in Hong Kong can be improved when the authority considers selecting some useful indicators as the monitoring tool of park operation. Moreover, these findings also provide a source of comparison, referenced data for a continuous research path, and inspiration for the sustainability of urban park management in Hong Kong.

**Keywords:** *Hong Kong; indicators; park management; park managers; park users; urban parks*

## 摘要

### 目標

本項目開發一套更新和適用的指標，為香港城市公園管理的可持續性，作出知識和政策上的指引。

### 研究背景

2004 年，有研究首次提出一套香港城市公園管理指標，整合了本地公園管理者、學者和使用者對各指標的重要性的評價。2012 年，研究員再調查管理者，發現(她)他們對這些指標和各自表現上都產生了變化。兩次結果發現一些香港城市公園的進步和不足之處。

### 研究簡介

本研究以改進式德爾菲(Delphi)方法，整合相關者的意見。基於 2004 年的研究方法（指標選擇、篩選和評分過程），本項目探討管理者和使用者的角度，填補香港城市公園的知識缺口。研究成果是一套可以應用、衡量、比較的指標。

### 研究意義

本項目和其持續的研究具有很高的政策相關和建設性。這是一項縱向研究，對管理者和使用者看法的持續觀測，有助確認需要變革的地方，指導今後管理的方向。管理當局的參與令產生的指標有應用潛力，當局可選擇一些指標作公園的監測工具。研究提供數據作在地比較，為香港的可持續城市公園管理帶來啟示。

**關鍵詞:** 香港; 指標; 公園管理; 公園經理; 公園使用者; 城市公園

## **Layman's Summary**

Urban parks in the densely-populated Hong Kong are much visited. This project develops a set of indicators for urban park management in Hong Kong. These indicators are measurable and comparable tools that are created and used for monitoring the condition of parks over time. Indicators provide information that show and measure important changes, represent meanings, and signal the need for action in parks. This project includes interviews and questionnaire-based surveys to collect and collate the views from local park managers, academics and a sample of park users. A set of proposed indicators are generated with policy and practical recommendations to improving the local park management strategy and sustainability in Hong Kong. Results from the study also reveal changing perceptions regarding the indicator importance and performance rated by park managers and park users. Inter-group comparison also identifies park conditions, improvements and shortcomings in urban park management in Hong Kong.

## **外行人士概要**

在人口密集在香港，城市公園往往有大量遊人。本項目為香港城市公園管理制定了一套指標。這些指標是可量度和可比較的工具，用於監測公園的狀況和變化。指標為公園提供資訊，以顯示和量度重要變化，代表特定意思，並表示公園管理所需的行動。本項目以訪談和問卷調查，收集和整理本地城市公園區管理人員、學者和公園使用者的意見，制定了一套建議的指標，並提出政策和實用上的建議，以改善香港本地公園管理策略和持續性。研究結果也揭示了公園管理者和使用者對指標重要性和表現的看法。對象比較也顯示了香港城市公園管理的狀況、改善之處和缺點。

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## **Introduction**

Urban parks have played a unique and indispensable role in providing public spaces and recreation opportunities to urban populations that are not easily replaceable by country parks or private gardens (Wong, 1996; Jim, 2000; Chan, Marafa & van den Bosch, 2014). Urban parks offer multi-dimensional urban ecosystem functions and spaces for human-environment connection (Manning & Moore, 2002; Schwartz, 2002; Aldous, 2004). An ideal urban park management should allow these parks to satisfy visitor use while still ensure the sustainability of the park resources. However, huge demand for urban parks has begun to cause recreational impacts and user conflicts in park spaces, especially due to the clustering of large urban populations in compact metropolises such as Hong Kong. High population density and limited recreation spaces in Hong Kong both impose high pressure on park usage, making the sustainability of park resources a challenging management task.

Whereas adding large public parks in the compact urban areas is difficult, an equally important way to cope with the park usage is to strengthen the management and enhance the sustainability of the existing parks. It is therefore essential to improve the quality of park management by adopting effective strategies and tools. One option is to select and apply suitable indicators to monitor the park conditions. Indicators are specified and defined parameters that provide policy-relevant information over time and space (Astleithner, Hamedinger, Holman & Rydin, 2004), and show and measure important changes, represent meanings, and signal the need for action (Jenkins & Pigram, 2003). The use of indicators addresses multi-dimensional aspects of management of park conditions, which tends to achieve the sustainability of parks (Hermy, 2011; Ibes, 2014).

In countryside recreation, indicators are widely studied and applied (Newsome, Moore & Dowling, 2013), while the availability and quality of public parks are also adopted as indicators of the assessment of urban quality of life, liveability, urban sustainability, and more recently, ecosystem services (Buizer, Elands & Vierikko, 2016; Rall, Bieling, Zytynska & Haase, 2017). Whereas collaborations and information exchange were well established in urban parks across countries (e.g., Yardstick, 2017), however, indicators are still not systematically applied in some park authorities for monitoring and management of park conditions (Smith, Nelischer & Perkins, 1997). Even if such sustainability practice is

recognized by the park authorities, a resident-participatory approach is yet widely applied as urban environmental governance nowadays (McKendry & Janos, 2015), which has often been criticized (Rutt & Gulsrud, 2016). In the case of Hong Kong, for example, such advancement was still not observed over the years (Chan et al., 2014), even though there were scholar initiatives to pioneer the improvement in urban park management (Jim, 1998, 2000; Wong & Domroes, 2002) and indicator development (Chan & Marafa, 2006).

The findings shed lights on the theoretical advancement of the concept of sustainable urban park management, especially for compact metropolises where urban parks are under diverse forms of challenges and pressure from resource constraint, user expectation and environmental depletion (Herrmann, Royffe & Millard, 2000; Pauleit, Slinn, Handley & Lindley, 2003). The user-perceived components of park management represent a reference of important park dimensions for inter-city and regional comparison. On the policy-supporting and practical side, the extracted indicator set provides an empirically-laden tool that is applicable for different park settings by park managers, leading to an innovative step forward in Hong Kong's parks.

## **Objectives**

1. To characterize and develop a set of indicators for sustainable urban park management in Hong Kong;
2. To examine the park managers' and park users' perceptions of urban park management in Hong Kong based on the levels of importance and performance of the indicators;
3. To compare the views between the park managers and park users on the urban park indicators in Hong Kong; and
4. To understand the condition of urban parks in Hong Kong through an integration of the respective importance and performance of the indicators from the park managers' and park users' perspectives.

## Literature Review

Urban parks are often regarded as part of the urban green spaces (Williams, 1995; Haaland & van den Bosch, 2015), but were also understood in different perspectives (Madanipour, 1999). Scholars have interpreted urban parks as, for example, planned and delineated open spaces that are designated and reserved for public use (Tang & Wong, 2008; Randrup & Persson, 2009); recreation spaces that provide active and passive facilities to participants in physical activities (Çay, 2015; Veitch et al., 2017); landscaped spaces with vegetation, ecological, biodiversity and physical features that are also connected to their respective city (Jansson & Lindgren, 2012; Nielsen, van den Bosch, Maruthaveeran & van den Bosch, 2014); aesthetic and functional spaces that offer protection, utilization, health, education and social life (Fors, Molin, Murphy & van den Bosch, 2015). These attributes or benefits were also collectively studied as urban ecosystem functions (Annerstedt, Nielsen, Maaruthaveeran & Konijnendijk, 2012; Campbell, Svendsen, Sonti & Johnson, 2016; Rall et al., 2017).

Despite the fact that definitions and typologies of urban parks are complicated, studies have reviewed the multi-dimensional functions provided by urban parks (Schwartz, 2002; Swanwick, Dunnett & Woolley, 2003; Annerstedt et al., 2012). These functions include economic values generated by the increasing value of surrounding properties (Power, 2002), social integration and cohesion (Schenker, 2002), personal health and psychological improvements (Peñalosa, 2001; van den Berg et al., 2015; Chan, 2017), preservation of tangible and intangible cultural and heritage (Kimmel, 2002), provision of education opportunities (Schwartz, 2002), improvements in urban environmental quality (Jim, 2000), and the linkage to urban sustainability (Chiesura, 2004).

### *The role of urban parks and their management rationale*

Urban parks in Hong Kong have alike played a unique and indispensable role in providing recreational opportunities and multiple functions to urban populations. The importance of urban parks is especially pertinent when there have been repeated all-round concerns about serious air pollution, local and regional environmental degradation, poor living conditions caused by high density and walled buildings, and the loss of attractive public spaces in the territory (Armentrout, 2001; Law, 2002). All of Hong Kong's 26 major

urban parks and over 1,500 small open spaces are not easily replaceable by domestic country parks or national parks overseas (Jim, 2000).

Given the large demand from growing urban populations, urban parks are subjected to intensive recreational impacts. As recreation providers and resource keepers, park managers need to attain two main objectives: (1) to provide recreational experiences that satisfy the park users, and, simultaneously, (2) to protect the recreational environment and park resource base (Torkildsen, 1986). To be precise, it is the responsibility of park managers to maintain a balance between the quality of park resources and visitor experiences (Budruk & Manning, 2006). The difficult conditions provided by urban sites – for example, in terms of pollution, the compactness of the space provided, pressure from other land uses, and the like – often complicate the efforts made by the managers.

As a result of Hong Kong's high population density (at around 6,500 people per square kilometer), the city's urban parks are also under huge pressure, making the sustainability of the park environment and the maintenance of facilities a challenging management task. Here in Hong Kong, as well as many other compact metropolises or even countries having a good reputation in quality of life, operation dominance is a large problem hinder a healthy and sustainable long-term planning of urban parks (Randrup & Persson, 2009). As a result, effective management strategies and tools are needed to maintain the functionality and the quality of urban parks.

#### *Sustainable urban park management and the need of indicators*

Recreation management frameworks for outdoor and countryside recreation have attempted to satisfy user expectation and preserve resource setting (Pigram & Jenkins, 1999; Jenkins & Pigram, 2003). These frameworks, such as Recreation Opportunity Spectrum, Limits of Acceptable Change and Visitor Impact Management have addressed multi-dimensional aspects in recreation environments including public parks (Wight, 1998; Newman, Marion & Cahill, 2001). These frameworks were also amongst the earliest initiatives to include indicators that define recreation opportunities and management objectives with appropriate monitoring and evaluation processes (Manning, 1999; Newsome et al., 2013).

Indicators of quality refer to specific, measurable and manageable variables or parameters that reflect the essence of management objectives, resources and social conditions to be managed and are related to the quality of recreation experience (Bacon, Manning, Johnson & Kamp, 2001; Laven, Manning, Johnson & Kamp, 2001). Indicators have different importance and applicability (Manning, 1999). However, indicators and standards in countryside recreation may not be universally adoptable in urban park scenarios (Ammons, 2001), whereas the idea of adopting indicators to urban park settings emerged after the millennium (e.g., Hermy & Cornelis, 2000) and then extended to global and regional cooperation in relatively recent years (e.g., World Urban Parks, 2016; Yardstick, 2017).

Indicators are the essential components and the prerequisites for establishing these frameworks. Hermy and Cornelis (2000), for instance, selected floral and faunal species as biodiversity and environmental indicators in urban and suburban parks in Belgium. However, flora and fauna as a whole constitute only one important aspect. Moreover, apart from these advancements in applying indicators or benchmarks to parks and green spaces found by researchers (Lindsey, 2003; PRAMS, 2005; Yardstick, 2012), indicators relating to urban parks and urban greening can be used to form parameters that measure the sustainability of cities.

An indicator requires not merely an understanding of the current site condition, and the implications of criticizing and improving the management (Miller, 2001; Jenkins & Pigram, 2003). More importantly, an indicator is linked to the wider concept of sustainable development and the management of sites (e.g., tourist destinations, recreational facilities, protected areas, etc.) which are being studied (United Nations, 2007). Some indicators are more important for recreational sites than others due to the different characteristics and conditions of these sites. Some indicators were found to be more relevant and significant in delineating the quality of the recreational experience in particular recreational environments than in others (Budruk & Manning, 2006). When searching for appropriate indicators for any recreational site, decision-makers therefore have to evaluate the importance of the various indicators, filter them, and then select the more significant ones. This is especially critical given the resource constraints. In general, good indicators should adhere to various basic criteria, such as being: (1) comparable across sites of similar spatial scales; (2) consistent over time; (3) effective and easily measured and understood by the decision-makers; (4)

manageable by the site authorities; (5) multi-dimensional so as to capture more than a single aspect of any problem; (6) objective except for the measurement of perceptual parameters; (7) reliable and amenable; and (8) sensitive and significant (Wight, 1998; Astleithner et al., 2004).

Challenges of urban park management were more complex due to dynamic nature of park visit, lack of creativity, low priority, ineffective public sector, insufficient research support and budget constraints (Welch, 1991, 1995; Herrmann et al., 2000; Pauleit, 2003; Pauleit et al., 2003). Management objectives of sustainable urban parks are therefore multi-dimensional that ranged from institutional aspects, resource provision, social equity to user experience and satisfaction (Harnik, 2003; Chan & Marafa, 2006). This complexity of urban park management was further complicated by the tension between entrepreneurial city governance (Jonas & While, 2007) and the call for participatory approach of green growth (Jonas & While, 2007; Wolch, Byrne, & Newell, 2014; McKendry & Janos, 2015). Such controversy of urban environmental governance was also apparent in form of equitable provision of urban green spaces and public involvement in them (Buizer et al., 2016; Rutt & Gulsrud, 2016). It is thus important to understanding residents' perceptions of the urban park management as both taxpayers and users.

There was no clear definition of sustainable urban park management but Hermy (2011) described it as "*long-term management of these complex habitats in order to perform their multiple functions also in the future*" (p. 290), which basically in practice should incorporate adaptation to local conditions, the use of natural processes, continuity of park monitoring, and the knowledge about recreation management (Hermy, 2011). The use of indicators therefore suits such operation and sustainability needs. Indicators related to the availability and quality of public parks have been widely adopted as components of quality of life, sustainable cities, and more recently, ecosystem services (Buizer et al., 2016; Rall et al., 2017). However, in a micro- or park-scale, indicators are still not commonly applied in some park authorities for monitoring and management of park conditions (Smith et al., 1997), for example, in the case of Hong Kong.

There is always a management tension between the considerations of users and physical environment in parks, especially when the provision of parks and green spaces

involve social justice (Fors et al., 2015). Park users, nevertheless, were mainly studied in research domains (Eng & Niininen, 2005; Leung, Wang, Wu & Busser, 2011; Wan & Shen, 2015; Wang, Brown, Liu & Mateo-Babiano, 2015) rather than policy and practical involvement in urban park management (Gobster & Westphal, 2004; Campbell et al., 2016). In the process of indicator selection and development, it is necessary to have park user engagement, and from the knowledge perspective, to understand their perception of the importance of park indicator items.

#### *Manager and user perspectives of the use of indicators*

It is essential to avoid the over-subjectivity of indicator use, especially when the design and selection of indicators in many cases are determined by a group of experts or by a management authority alone. One way of understanding the views of different stakeholders is to receive more information about the users' perspectives, compare it with the managers' views, and then to consider the selection of indicators from both angles. The levels of importance and performance of each proposed indicator can reflect the suitability of its inclusion, while informing the park condition itself.

Importance of an attribute refers to its user expectation, while performance measures user satisfaction with the attributes of an individual aspect of a resource (Cobanoglu, 2001). Serving as one of the resource and service providers in the city, park managers are keen to provide the park users with a satisfactory resource and service quality (Emanuelson, 2013). On the one hand, user expectation (importance) and satisfaction (performance) with various park aspects or with the respective indicators are the yardsticks for understanding the quality of the parks. Internal staff recognition of the work performance is nowadays also the key for success in place governance (Hankinson, 2010).

User engagement and stakeholders' consensus have been recognized as important elements in recreational planning and management (Gobster & Westphal, 2004). However, research attention has been focused largely on a single type of perspective. There are relatively few studies on the perceptions of urban park stakeholders, especially on the comparison between supplier/manager and user dimensions (Newman et al., 2001). As a result, it is possible that what managers see as most important in order to achieve sustainability is different from what users might see as the most important. Consequently, the indicators



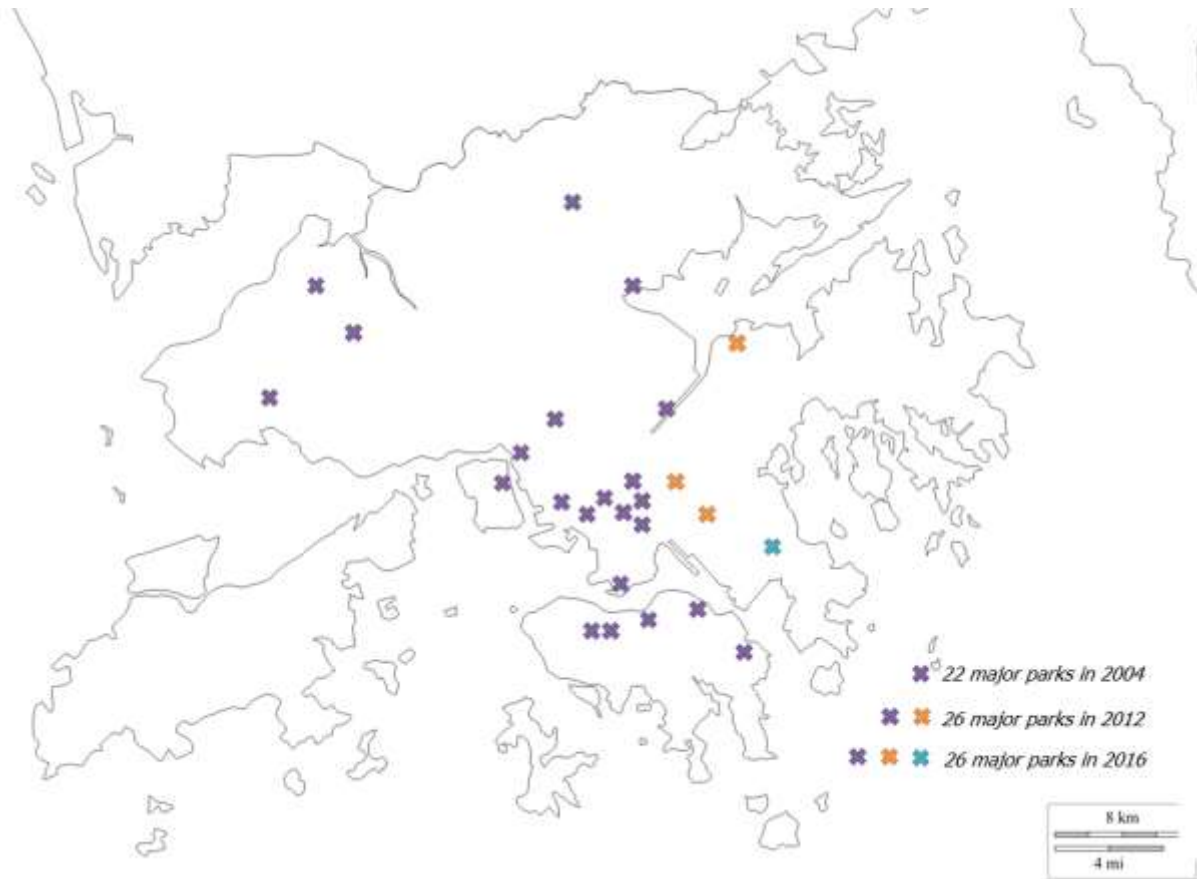
selected by the managers may be unrepresentative of the users' perspectives (Dorwart, Leung, & Moore, 2004). In such circumstance, there may be disparities of opinion and a mismatch of expectations between managers and users, which may in turn easily cause misunderstandings in designating park management objectives and strategies. This discrepancy can eventually lead to a series of problems, such as ineffective impact mitigation, unwise planning, improper management, and, ultimately, the degradation of the park's condition (Dorwart et al., 2004). To address the incongruities between park managers' and users' perspectives, the study of indicators and their implementation should also involve the park users' perspective (Panza & Cipriano, 2004). The indicators should be representative and responsive to reflect the involvement and interactions between stakeholders (Fletcher & Fletcher, 2003). There is a need to develop indicators for a sustainable urban park management in Hong Kong – this should include multiple perspectives. More importantly, following this argument, indicators representing views from stakeholders can be applicable and effective “signifiers” of changing perceptions, and, in the case of urban park managers, of park management perspectives.

#### *Urban park studies in Hong Kong and the 2004 study*

Scholars in Hong Kong have recognized the need for research about the physical environment (Jim, 1998, 2000; Lam, Ng, Hui, & Chan, 2005), landscape evaluation (Tian, Jim, Tao, & Shi, 2011), and visitor management of urban parks and green spaces (Wong & Domroes, 2002; Chan, 2006; Chan & Marafa, 2006; Wong, 2009; Wong & Yu, 2012). Furthermore, studies on urban parks and green spaces have been conducted from a macro-point-of-view, focusing on the relationship between urban planning and urban green spaces (Jim, 2002; Tang & Wong, 2008), as well as on the economic implications of urban green spaces (Lo & Jim, 2010). The official reports on users' satisfaction with recreational facilities and activities were conducted over a decade ago. Although these surveys are now largely outdated, they showed an increase in dissatisfaction with the general quality, safety and staffing of urban parks and playgrounds in Hong Kong, and this should be of great concern to the park authorities (Provisional Urban Council, 1999; LCSD, 2001).

Urban parks in Hong Kong have no concrete definition, but are “passive open spaces” that refer to landscaped recreation open spaces where people can enjoy the surroundings in a leisurely manner under the Hong Kong Planning Standards and Guidelines (Planning Department, 2016). Such spaces include parks, gardens, sitting-out areas, waterfront

promenades, paved areas for informal games, children's playgrounds, jogging and fitness circuits. The LCSD has its own classification of urban parks into major parks (Figure 1) and other small parks, gardens or sitting-out areas. In the past decade, however, the number of new parks tended to fall behind a rapid growth of urban population (Table 1).



**Figure 1:** Locations of major urban parks in Hong Kong over the years

**Table 1:** Number of LCSD’s public parks and population growth in Hong Kong

<b>Facilities</b>	<b>2004</b>	<b>2006</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Major parks (no.)	22	22	25	26	26
Small parks/gardens/sitting-out areas (no.)	1,370	1,400	1,520	1,528	1,541
Population (million)	6.78	6.86	7.24	7.29	7.35

*(Sources: Hong Kong Census and Statistics Department’s reports; LCSD’s annual reports)*

In the 2004 study, the PI of this proposal collated a list of 59 preliminary indicators from various sources of literature internationally, as shown in Table 2 below. Due to the page

limitation herein, the complete list is not presented in this proposal, but the refined list of 42 indicators after first-stage study in 2004 is in the research plan section.

**Table 2:** Sources of literature generating the preliminary list of indicators in the 2004 study

<b>Country/ Region</b>	<b>Source</b>
Scotland	Dundee City Council. (1999). <i>Dundee's public open space strategy</i> . Scotland: Dundee City Council.
The United States	Harnik, P. (2003). <i>The excellent park system</i> . The United States: The Trust for Public Land.
The United States	Ammons, D. N. (2001). <i>Municipal benchmarks: assessing local performance and establishing community standards</i> . The United States: Sage Publication, Inc.
Europe	Coles, R., & Caserio, M. (2001). <i>Social criteria for the evaluation and development of urban green spaces</i> (Project Deliverable 7). United Kingdom: Urban Green Environment Project.
Canada	Parks Canada. (2003). <i>Performance report for the period ending March 31, 2003</i> . Retrieved from <a href="http://www.tbs-sct.gc.ca/rma/dpr/02-03/PC-PC/PC-PC03D01_e.asp">http://www.tbs-sct.gc.ca/rma/dpr/02-03/PC-PC/PC-PC03D01_e.asp</a>
The United States	Mertes, J. D., & Hall, J. R. (1995). <i>Park, recreation, open space and greenery guidelines</i> . The United States: National Recreation and Park Association Printing Office.
Singapore	National Parks Board (NPB). (1998). <i>Guidelines and checklists</i> . Retrieved from <a href="http://www.nparks.gov.sg/development/dev-gui_che.shtml">http://www.nparks.gov.sg/development/dev-gui_che.shtml</a>
Hong Kong	Planning Department. (2004). <i>Hong Kong planning standards and guidelines</i> . Hong Kong: Government Printer. Retrieved from <a href="http://www.info.gov.hk/planning/tech_doc/hkpsg/index_e.html">http://www.info.gov.hk/planning/tech_doc/hkpsg/index_e.html</a>
The United States	Cavnar, M. M., Kirtland, K. A., Evans, M. H., Wilson, D. K., Williams, J. E., Mixon, G. M., & Henderson, K. A. (2004). Evaluating the quality of recreation facilities: development of an assessment tool. <i>Journal of Park and Recreation Administration</i> , 22(1), 96-114.
The United States	Lout, M., Price, M., & Krebs, J. (2002). <i>Comparative park management models</i> . The United States: New Yorkers for Parks.

Belgium	Hermy, M., & Cornelis, J. (2000). Towards a monitoring method and a number of multifaceted and hierarchical biodiversity indicators for urban and suburban parks. <i>Landscape and Urban Planning</i> , 49, 149-162.
Scotland	South Ayrshire Council Environment, Land and Property Roads, Parks and Waste Management. (2001). <i>Parks and Public Open Spaces Recreation and Landscape Strategy</i> . Scotland: South Ayrshire Council.
Hong Kong	Jim, C. Y. (1998). Soil characteristics and management in an urban park in Hong Kong. <i>Environmental Management</i> , 22(5), 683-695.
The United States	Ewert, A., & Plumb, S. (1999). Physical resources management. In B. van der Smissen, M. Moiseichik, V. J. Hartenburg, & L. F. Twardzik (Eds.), <i>Management of park and recreation agencies</i> (pp. 295-359). The United States: The National Recreation and Park Association.
The United States	Sellers, J. R., Gladwell, N. J., & Pope, M. S. M. (1999). Financial management. In B. van der Smissen, M. Moiseichik, V. J. Hartenburg, & L. F. Twardzik (Eds.), <i>Management of park and recreation agencies</i> (pp. 587-647). The United States: The National Recreation and Park Association.
The United States	Zimmermann, J. A., Cooper, N., & Allen, L. R. (2001). Performance measurement: It's a benefit. <i>Parks and Recreation</i> , 36(6), 70-78.
The United States	Ipson, N., Mahoney, E. M., & Adams, J. H. (1999). Public relationships, marketing, and customer Service. In B. van der Smissen, M. Moiseichik, V. J. Hartenburg, & L. F. Twardzik (Eds.), <i>Management of park and recreation agencies</i> (pp. 403-487). The United States: The National Recreation and Park Association.
The United Kingdom	Pigram, J. J., & Jenkins, J. M. (1999). <i>Outdoor recreation management</i> . London: Routledge.
Hong Kong	Wong, K. K., & Domroes, M. (2002). <i>Occasional paper No. 26: Park visiting patterns and the likeability appraisal rating of Kowloon Park scenes by park visitors</i> . Hong Kong: Centre for China Urban and Regional Studies, Hong Kong Baptist University.

### *The 2012 study on park managers*

Based on the indicators generated in 2004, the 2012 study continued with an empirical review of the changing urban park management in Hong Kong, especially through the

comparison between the ratings of indicator items by the park managers over the years. Having the facilitation and coordination by the LCSD, a questionnaire-based survey was conducted among the LCSD's major urban park managers in Hong Kong. The survey was conducted on a voluntary basis. Upon receipt of the responses of most of them, the PI undertook a longitudinal analysis of the changing perspectives and attitudes towards the importance and performance levels of the indicators. The analysis and comparisons were mainly on a qualitative basis. Subsequently, the PI published a paper based on the results (Chan, Marafa, & van den Bosch, 2015).

*Preliminary indicators in 2016*

Scholars have examined the design, planning and characteristics of urban parks that contribute to the attractiveness and visitation of these parks. These studies focused on specific aspects, such as walkability, transport and park access (Sallis et al., 2016) that draw visitors to parks. A number of park characteristics including physical facilities and features, maintenance, distance from the neighbourhood, size and perceived safety, were proposed by researchers as important parameters of desirable parks (van Herzele & Wiedemann, 2003; Bedimo-Rung, Mowen & Cohen, 2005; Giles-Corti et al., 2005). Some indicators were suggested to measure some criteria (e.g., the extent to which proximity to parks, number of parks within an area, park size and available facilities) to indicate the success of urban parks in encouraging visitation and physical activities of local residents (McCormack, Rock, Toohey & Hignell, 2010; Koohsari, Badland & Giles-Corti 2013; Schipperijn, Bentsen, Troelsen, Toftager & Stigsdotter, 2013; Kaczynski, Potwarka & Saelens, 2008; Kaczynski et al., 2014).

**Table 3:** Studies suggested the attributes related to park users' attitude, perception, expectation and behaviour

<b>Dimension</b>	<b>Attributes</b>	<b>Source</b>
<b>Attitude and perception</b>	<ul style="list-style-type: none"> <li>• Part features and facilities</li> <li>• Naturalness</li> <li>• Accessibility</li> <li>• Perceived quality</li> <li>• Frequency of visit</li> <li>• Aesthetic aspect</li> <li>• Outside park design and attractive neighbourhood</li> <li>• Likeability</li> </ul>	Hidalgo & Hernandez (2001) Parsons & Daniel (2002) Lo et al. (2003) Brown et al. (2004) Giles-Corti et al. (2005) Wong & Domroes (2005) Rhodes et al. (2006) Schipperijn et al. (2010) Bonnes et al. (2011)

		Wan & Shen (2015)
<b>Expectation</b>	<ul style="list-style-type: none"> <li>• A desire for “nature” experience or to contact with “nature”</li> <li>• Natural and pleasure experience</li> <li>• Quietness and peacefulness</li> <li>• Relaxation</li> </ul>	Burgess et al. (1988) Coles & Bussey (2000) Chiesura (2004) Wong & Domroes (2004, 2005) van den Berg & Ter Heijne (2005) Schipperijin et al. (2010) Bonnes et al. (2011) Manning & Anderson (2012) Shan (2014)
<b>Behaviour</b>	<ul style="list-style-type: none"> <li>• Perception of park environment</li> <li>• Choices of leisure and needs induced by life stages, preoccupations and interests</li> <li>• Socio-demographic characteristics</li> <li>• Size and physical features available</li> </ul>	Appleton (1996) Wong (2009) Wende et al. (2012) Jim & Shan (2013) Zanon et al (2013) Lin et al (2014) Pleson et al. (2014) Cay (2015)

*(Remarks: A complete list of references cited in Table 1 is provided by the corresponding author upon request.)*

Many studies focused on investigating the attributes of urban parks that were associated with the attitude and perception, expectation and behaviour of park users as depicted in Table 3. These attributes would contribute to establish some indicators of quality in urban parks that allow management authorities to paid attention to, especially the social indicators related to users. Combined with a literature review on the scholarly views and practical knowledge generated in studies on urban parks and urban green spaces, a preliminary set of 66 indicators were collected and adopted as the core items in this study (as presented in Table 4) with additional 2 indicators being added after Stage 1 screening process. These indicators were categorized into three types: 17 managerial and institutional indicators (MII), 26 resource and environmental indicators (REI) and 23 social indicators (SI) according to the nature of each item.

**Table 4:** Preliminary indicators for urban park management in Hong Kong in the first-stage study

		Removed	Newly added	Retained	References
	<b>Managerial and institutional indicators</b>				
1.	Presence of a written and publicly available legislative mandate or mission statement that clearly states the purposes of providing, protecting and developing the parks	✓			Çay, 2015
2.	Levels of satisfaction of staff with staff relationships and participation	✓			Chan et al., 2014
3.	Presence of assessment of service quality of contractor	✓			Chan & Marafa, 2006
4.	Presence of an official citizen advisory board or similar community involvement mechanism that meets regularly	✓			Chan & Marafa, 2006
5.	Presence of regular park user surveys and analyses	✓			Audit Commission, 2013
6.	Amount of expenditure on park maintenance and management per park user	✓			Bedimo-Rung et al., 2005
7.	Number of patrolling trips of policemen passing through the park	✓			The Trust for Public Land, 1995
8.	Presence of a written and publicly available definition of core services or themes of the parks			✓	Campbell et al., 2016; Montgomery County Planning Board, 2011
9.	Presence of play equipment management and maintenance guidelines			✓	Bedimo-Rung et al., 2005
10.	Number of checks of facilities and play equipment			✓	ASTM International, 2009
11.	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines			✓	Çay, 2015; Kraus & Curtis, 1982
12.	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process			✓	Chan & Marafa, 2006
13.	Amount of financial funds from the government			✓	Chan & Marafa, 2006
14.	Number of security guards on duty in the park			✓	Chan & Marafa, 2006
15.	Presence of policies that identify or support the promotion of the educational functions of the parks			✓	Chan & Marafa, 2006
16.	Number of opening hours per day			✓	Zhang & Dong, 2016
17.	Presence of a geo-referenced database for mapping park resources and facilities of individual parks			✓	Zanin et al., 2005
	<b>Resource and environmental indicators</b>				

18.	Change in area of the park	✓			Zipperer & Zipperer, 1992
19.	Number of park facilities and equipment under deterioration	✓			<b>Gong et al., 2015;</b> <b>Heywood et al., 1983;</b> <b>Ibitayo &amp; Virden, 1996</b>
20.	Days of water quality of ponds and fountains exceeding standard	✓			Chan & Marafa, 2006
21.	Days of air quality exceeding standard	✓			Chan & Marafa, 2006
22.	Number of parks within walkable distance (i.e. 0.5 km)	✓			City of New York, 2010; City of Vancouver, 2016; Kaczynski et al., 2014; Sallis et al., 2016
23.	Days of noise level exceeding standard	✓			Zhang & Dong, 2016
24.	Average population density of neighbourhood residential area (i.e. within 1 km threshold)	✓			Sallis et al., 2016; Zhang & Dong, 2016
25.	Area of parks per resident in the district	✓			Bedimo-Rung et al., 2005; Lei, 2010
26.	Ratio between active and passive open space	✓			HKSAR Planning Department, 2007a
27.	Number of reported cases of facility and equipment damage, breakage and missing parts			✓	Chan & Marafa, 2006
28.	Number and population of typical faunal and floral species			✓	Chan & Marafa, 2006
29.	Number of facilities for disabled people			✓	Wong, 2009
30.	Number of types of facilities in the park			✓	Kaczynski et al., 2014; Wong, 2009
31.	Proportion of soft landscape or green areas to hardware or built facilities			✓	Santos et al., 2016
32.	Distance from the nearest residential area			✓	Bedimo-Rung et al., 2005; Chow et al., 2016; Giles-Corti et al., 2005; Grahn, 1994; Kaczynski et al., 2014; Lee & Moudon, 2008; Van Herzele & Wiedemann, 2003; Zhang & Dong, 2016
33.	Area of the park			✓	Kaczynski et al., 2014; van Herzele & Wiedemann, 2003
34.	Number of pedestrian paths linking to park entrances			✓	Bedimo-Rung et al., 2005
35.	Density of trees within the park			✓	Kuo et al., 1998
36.	Access to wireless internet in the park (e.g. coverage of Wifi)			✓	Forlano, 2009
37.	Number of toilets within the park			✓	Kemperman & Timmermans, 2006
38.	Number of lights for outdoor illumination in the park			✓	Zhang & Dong, 2016
39.	Number of methods of public transport that are directly linked to the park			✓	Giles-Corti et al., 2005
40.	Number of new and existing trails or routes built inside the park			✓	Siu, 2013

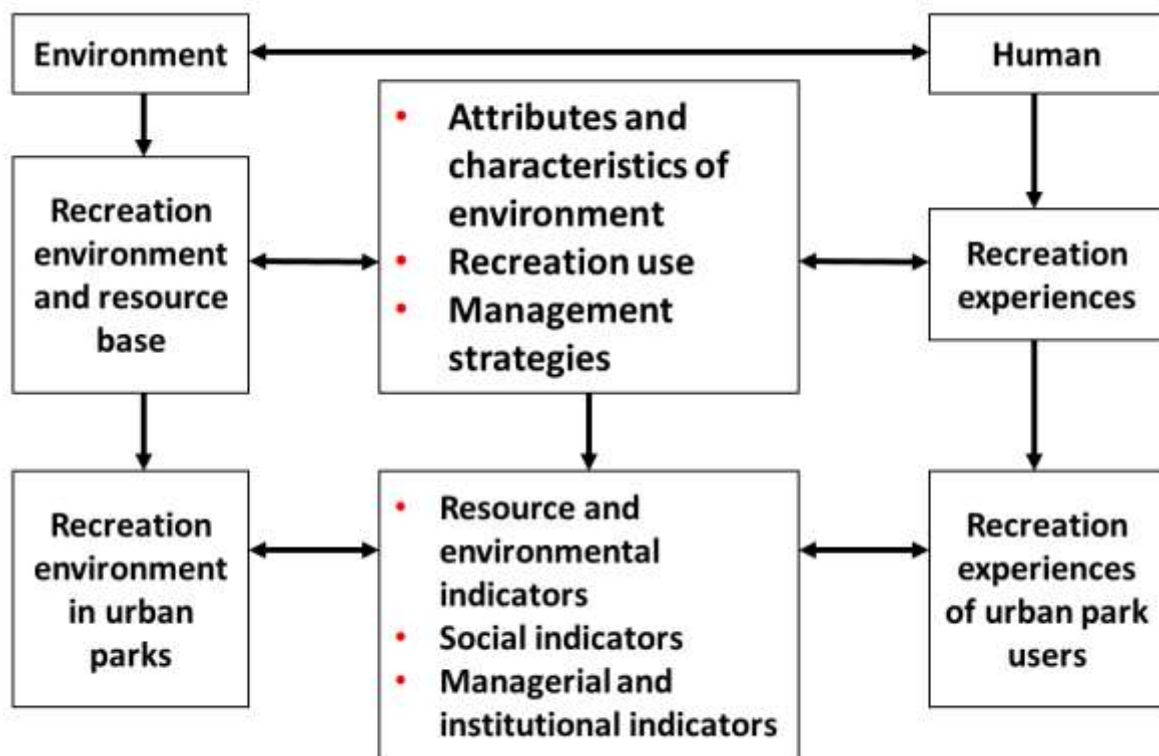


41.	Number of accidents reported in the park			✓	Mack et al., 1997; Mowat et al., 1998; Weintraub et al., 2002
42.	Number of reported crimes in the park			✓	The Trust for Public Land, 1995
43.	Percentage of open area within the park			✓	Lookingbill et al., 2014; Wong & Domroes, 2005
44.	Availability of innovative facilities or equipment, e.g., Solar lights, etc.		✓		Mowen & Confer, 2003
	<b>Social indicators</b>				
45.	Number of website hits or enquiries for park information	✓			Chan & Marafa, 2006
46.	Number of complaints by park users from minority or disabled groups about issues of equality or social exclusion	✓			Gobster, 2002; Seeland & Nicolè, 2006
47.	Percentage of park users who increase park visits because of the neighbourhood environment	✓			Sarkar, 2015
48.	Number of positive written comments by park users	✓			Chan & Marafa, 2006
49.	Percentage of park users who perceive high safety level	✓			Bedimo-Rung et al., 2005; Giles-Corti et al., 2005; Van Herzele & Wiedemann, 2003; Wong & Domroes, 2005
50.	Number of school programs or public educational activities	✓			Bedimo-Rung et al., 2005; Cay, 2015
51.	Number of complaints relating to littering problems	✓			Budruk & Manning, 2003
52.	Level of acceptance of littering condition in the park	✓			Budruk & Manning, 2003
53.	Percentage of park users feeling a high level of relaxation in the park	✓			Chiesura, 2004; Wong & Domroes, 2005
54.	Percentage of park users who reported health improvement after park visits	✓			Godbet et al., 1992
55.	Level of satisfaction with the outdoor illumination in the park	✓			Zhang & Dong, 2016
56.	Distance to the nearest points of access to public transport	✓			Sallis et al., 2016
57.	Number of complaints by park users that relate to facility and equipment damage			✓	Chan & Marafa, 2006
58.	Number of complaints relating to conflicting use of facilities			✓	Aikoh et al., 2012; Wong, 2009
59.	Presence of regular user assessment of favorite and least favorite park facilities			✓	Chan & Marafa, 2006
60.	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park			✓	Wong & Domroes, 2005
61.	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)			✓	Bonnes et al., 2011; Burgess et al., 1988; Chiesura, 2004; Cranz, 1982; Manning & Anderson, 2012; Schipperijn et al., 2010; Sugiyama & Ward Thompson, 2008; van den

					Berg et al., 2005; Wong & Domroes, 2005
62.	Number of park users			✓	Wong & Domroes, 2004
63.	Number of community events in the park			✓	Bedimo-Rung et al., 2005
64.	Number of environmental education programs or activities provided to users			✓	Bedimo-Rung et al., 2005; Cay, 2015
65.	Percentage of park users who perceive high accessibility to the park			✓	Bedimo-Rung et al., 2005; Lo et al., 2003; Wan & Shen, 2015; Wang et al., 2015
66.	Park users' level of satisfaction with environmental quality			✓	Bonnes et al., 2011; Burgess et al., 1988; Chiesura, 2004; Cranz, 1982; Manning & Anderson, 2012; Schipperijn et al., 2010; van den Berg et al., 2005; Wong & Domroes, 2005
67.	Number of complaints about hygienic conditions			✓	Hung & Crompton, 2006
68.	Number of reported case / complaints about any insect problem		✓		Carpaneto et al., 2010

## Conceptual Framework

In a broad sense of understanding, management is the process of following plans and strategies with actions and resources of a specific space (Torkildsen, 1999). Randrup and Persson (2009), and Jansson and Lindgren (2012) emphasized the need for tripartite user-space-management relationship for a sustainable park management. Urban parks are sites for recreational functions and use, and thus the spaces where the relationship between the quality of recreation experience and recreation environment is reciprocal. According to Pigram and Jenkins (1999), the relationship between use and impacts of outdoor recreation on the environment depends on three factors: attributes and characteristics of recreation environment, visitor use and management strategies. In the environment-user relationship of a specific setting like urban parks, the model of park sustainability was also suggested to cover resource base, human-oriented or social functions, and aesthetic and landscape management (Cranz & Boland, 2004; Randrup & Persson, 2009; Jansson & Lindgren, 2012). To manage and monitor the conditions in these dimensions, it is essential to create parameters or indicators that detect these three aspects. A conceptual framework of this study is articulated in Figure 2.



**Figure 2:** The environment-user relationship in urban parks and their respective categories of indicators

## **Methodology**

This study utilized a modified Delphi approach. An original Delphi study demands the provision of a series of questionnaires to a selected panel of experts at the same venue with a moderator to maintain the operation of the process, and the evaluation and re-evaluation of the responses (Moeller & Shafer, 1983). However, it is often difficult, if not impossible, to gather a group of experts at the same time for round(s) of discussion(s), which may result in low participation rate. To solve this problem, scholars suggested a usable approach by collecting professional opinions and views without direct contact with and between the experts (Young & Jamieson, 2001). Without direct face-to-face conversations in a multi-disciplinary expert group, the use of email to communicate with the experts in order to conduct Delphi studies has been considered and supported as an approach that provides time and cost-saving advantages (ibid.). This research supports and follows the effective stakeholder participatory processes (Torres-Delgado & Saarinen, 2014), so that the study involved responses from multi-disciplinary experts from public sector and academic fields, and this means that it is not feasible to arrange a discussion with all experts at the same time. A modified Delphi approach was therefore adopted in this study, using emailed questionnaires to collect and collate the experts' views.

This study applies a two-staged survey as the primary method of indicator selection, screening and rating. The LCSD's major urban park managers and local park users were included as the two key respondent groups. The instruments of the survey were two sets of questionnaire, which mainly consisted of a list of urban park indicators from literature, in addition to socio-demographic and visit characteristics.

Both stages of the park user survey were voluntary and self-administered after a brief introduction of the research purpose. The trained researcher would facilitate the respondents when questions arose. The surveys were conducted during the daytime on weekdays and at weekends to ensure that a more diversified combination of respondents was obtained.

### *Stage 1: Indicator screening*

Rather than creating a new set of indicators, the project adopted the 42 urban park indicators from the 2004 study as collated in Table 4 in the previous section (Chan, 2006;

Chan & Marafa, 2006). This set of previous indicators was updated through a literature review to close the research gap in the past 12 years. This process resulted in a set of 66 preliminary indicators, which were classified into three categories of urban park functions, as illustrated in the conceptual framework in Figure 2. They were: (i) managerial and institutional indicators about internal management and operation of the parks (17 MII items); (ii) the resource and environmental indicators addressing the physical environment and facilities of the parks (26 REI items); and (iii) social indicators relating to park user perception and accessibility (23 SI items). The classification is shown in Table 4.

After collecting and adopting **66 preliminary indicators** by literature review and update, the first-stage survey was conducted to screen the indicator items. There was a vetting and selection process of indicators, where three groups of interviewees were invited to participate in the study: (1) senior officers who are responsible for park management and administration supervision, and park managers from the 26 LCSD's major urban parks; (2) academics in park management subjects (search of local tertiary institutions); and (3) park users from all 26 major parks.

Finally, in-depth interviews (with 20 major park managers participated voluntarily; and 9 local academics who were specialized in park, landscape and recreation research), and a self-administered questionnaire-based survey on park users in 25 LCSD's major parks (except one park, Nan Lian Garden, where permission was not granted) were conducted as the respondents voluntarily responded to the invitations and completed the questionnaire. A total of 722 completed responses were collected out of 750 questionnaires distributed, reaching a response rate of 96.3%.

Senior officers, park managers and academics were interviewed by the PI and a trained research assistant. The interviews were semi-structured, and included the following sections of questions in English: (1) the indicator list with the question of "whether each indicator item should be considered in urban park management in Hong Kong" and the options of "yes", "no", and "no comment"; (2) an option of adding applicable indicator on top of the list; and (3) open-ended questions asking the opinion and comments on the current urban park management in Hong Kong. Details of the questionnaires and the questions are provided in Appendix 1a.

The interviewers also surveyed park users from 25 major parks permitted by the LCSD. The sample size was a total of about 722 respondents. The respondents participated in the survey voluntarily and anonymously by completing a self-administered questionnaire in Appendices 1c and 1d. A section of questions on the socio-demographic characteristics of the users was included at the end of the questionnaire.

The preliminary indicator set was screened by the respondent groups with regard to their views on each indicator in urban park management in Hong Kong. 30 indicators were removed as considered inappropriate, out of the management jurisdiction or replicated, whereas 2 new indicators applicable to the local context were added to the list. The whole first-stage process took place between September and December 2016. The results from the respondent groups were incorporated to refine the indicators. Indicators supported by responses of 60% or above in each group were retained, while comments on replication and combination of items were interpreted by the researchers to derive the indicator set. Then, 40 indicators were extracted to the second-stage study.

After the data-collection process of this stage, a screening process of the indicator items was performed based on the five-tier analysis of the percentages of each type of response as shown below. The percentage of 60% was derived after comparing the results and number of indicators left by performing 70%, 60% and 50% separately.

- (Percentage of “yes”  $\geq$  60% in any group) the item will be retained
- (Percentage of “no”  $\geq$  60% in any group) the item will be excluded
- (Percentage of “no comment”  $\geq$  60% in any group) the item will be retained
- (None of the options  $\geq$  60%) the item will be retained
- New item(s) suggested by any group will be added

### *Stage 2: Indicator rating*

The refined list of indicators consisted of **40 indicators**. They were taken to the next stage of the study, which included park managers and park users only. The LCSD’s major park managers were invited again to complete the second questionnaire, which included the

refined indicators measured in a five-point Likert scale rating. It was conducted through an email questionnaire in English.

Regarding the park user surveys, between January and March 2017, the refined indicator set was presented to 743 park users at six selected parks territory-wide: Jordan Valley Park (131), Kowloon Park (130), Tai Po Waterfront Park (132), Victoria Park (113), Yuen Long Park (131) and Zoological and Botanical Gardens (106). These parks had different histories, sizes and locations such that a representative and varied sample of park users was obtained. The questionnaires contained three parts: (1) ratings for the level of importance of each indicator item in a 5-point Likert scale (where a score of “5” denotes the most important and “1” denotes the least important); (2) questions about major purpose of visits and frequency of visits; and (3) personal information of the respondents.

During the process of data collection, stratified random sampling was used to obtain sufficient responses from park users. The questions were also in the form of a bilingual self-administered questionnaire. The surveys were conducted across different areas in the parks. The trained interviewers picked up visitors in the parks with a random interval each time the questionnaire-based survey was carried out. The survey included weekdays, weekends and public holidays. Out of total of 780 questionnaires distributed, 743 were completed with a response rate of 95.3%. Information about the two-staged process is described in Table 5.

**Table 5:** The process of two-staged survey

<b>Methods</b>	<b>Target</b>	<b>Major purposes</b>
<b>Stage 1</b>		
In-depth or semi-structured interviews	20 Park managerial staff + 9 scholars	<ul style="list-style-type: none"> <li>To screen preliminary indicators</li> <li>To understand the views of urban park management in Hong Kong</li> </ul>
Self-administered questionnaire	722 park users from 25 major parks	<ul style="list-style-type: none"> <li>To screen preliminary indicators</li> </ul>
<b>Stage 2</b>		
Self-administered questionnaire	743 Park users from 6 selected major parks	<ul style="list-style-type: none"> <li>To indicate the levels of importance of screened indicators (5-point Likert scale)</li> </ul>
Self-administered questionnaire	25 Park managerial staff	<ul style="list-style-type: none"> <li>To indicate the levels of importance of screened indicators (5-point Likert scale)</li> </ul>
<b>Stage 3 (Data analysis of Stage 2)</b>		
<b>Stage 4</b>		

Self-administered questionnaire	8 Park managerial staff	<ul style="list-style-type: none"> <li>To present the results of the indicator set to the participants</li> <li>To detect the urban park management status and conditions, and the use of indicators</li> </ul>
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*Stage 3: Statistical analysis of questionnaire-based survey*

The questionnaire-based surveys conducted in the previous stages were analyzed by statistical methods to study the important components of urban park management, understand the conditions of urban park management, and compare the perceptions from different stakeholders in different years as depicted in Table 6. The statistical results will provide useful information for indicator finalization and operation (in Stage 4).

**Table 6:** Methods of data analysis and their purposes

<b>Method</b>	<b>Purpose</b>
Principal Component Analysis (PCA)	To study the underlying components of urban park management based on the indicator ratings by park managers and park users
Importance-Performance (I-P) Analysis (Martilla & James, 1977)	To understand the conditions of urban park management in Hong Kong based on the perceptions of park managers and park users in 2004, 2012 and 2017.
Parallel comparison of the descriptive statistics & Wilcoxon test (Wilcoxon, 1945)	To compare the similarities and discrepancies of the perceptions of urban park management by park managers and park users in 2004, 2012 and 2017

Urban park management includes many different aspects. The surveys conducted in the study collected a large pool of data. Among these data, some components dominate the variance of the surveys while others are negligible. Therefore, PCA was applied to reduce the collected correlated data into a few uncorrelated underlying components which can explain most of the variance in the surveys. The results help to identify the most important components among the large dataset. Eventually, a set of **24 indicators remained** in the pool after PCA. The results will be presented in subsequent sections.



According to I-P Analysis, the indicator ratings from park managers or park users in a year were plotted according to importance (vertical axe) and performance (horizontal axe). The axes separated the indicators into four categories (Figure 3): (1) “Concentrate Here” (i.e., an indicator is very important and not well performed), (2) “Keep up with Good Work” (i.e., very important and well performed), (3) “Low Priority” (i.e., less important and not well performed), and (4) “Possible Overkill” (i.e., less important and well performed). The I-P grids provide information with a useful focus for understanding the conditions of urban park management and for developing management strategies.

Importance rating	Extremely	“Concentrate Here” “Threat”	“Keep up the Good Work” “Opportunity”
	Slightly	“Low Priority” “Weakness”	“Possible Overkill” “Strength”
		Fair	Excellent
		Performance rating	

**Figure 3:** Importance-performance grid

(Source: Duke & Persia, 1996)

The study compared the perceptions of urban park management in two dimensions: (1) Stakeholders: park managers and park users, and (2) Time: 2004, 2012, and 2017. For the first dimension about park managers and park users, the underlying components from PCA of both groups in all years were compared to identify the similarities and discrepancies of these components. Furthermore, the indicators in the four categories in the I-P Analysis from park managers and park users were compared to understand the perceptions from different stakeholders. For instance, park managers may think an indicator needed to be significantly improved, while park users may think this indicator is unimportant. After that, Wilcoxon test was employed to test if the means of different stakeholders are statistically different.

For the second dimension, the perceptions in 2004, 2012 and 2017 were analyzed by the similar approach. The changes of park managers, park users and as a whole were analyzed respectively to understand the changes of their perceptions in different times. In the analysis where park managers and park users were grouped as a whole, weights of them were

determined by the statistics of their ratings on their importance in urban park management in the surveys.

#### *Stage 4: Indicator finalization and operation*

Data analysis was conducted, using the Statistical Package for the Social Sciences (SPSS) version 22. The analysis for the first research objective was based on the importance scores of indicator items. As the preliminary indicators were assembled from various sources, PCA was used to extract the core and the most correlated indicators. A varimax rotation was used because it maximized the variance of the squared loadings of a factor and produced a clear classification for interpretation. To identify the most and the least importance items, a matrix was adopted to frame and summarize the results of the user group. This matrix aimed at ranking the top ten indicators of park users. As delineated in the second research objective, to understand the key components of urban park management in Hong Kong and to compare these components with other scholarly proponents, the PCA result is used.

Upon completion of the previous stages (i.e., screening/selection and surveys), there were two sets of indicators having separate rankings of importance level from the results of park manager and park user surveys. To produce a usable set of indicators for urban park management in Hong Kong, the final stage of the study aimed to characterize one indicator set by bring the park managers together. Due to a low response rate, the originally planned focus-group discussion in Hong Kong (e.g., in the CUHK's campus) was unavailable. As an alternative and fallback, this exercise was replaced by another round of interviews to the managers similar to Stage 1. All the questions were asked individually and analyzed by the research team to finalize an operational set of indicators.

The last round of questionnaire-based survey served the following purposes:

1. To present the results of the indicator set to the participants;
2. To allow participants to discuss the discrepancies between the indicator sets, and to identify the reasons of discrepancies through information exchange;
3. To select appropriate indicators for operation and implementation; and
4. To discuss the opportunities and constraints of using the indicators.

Although the focus-group process was not successful, some of the Delphi survey questions used by Torres-Delgado & Saarinen (2014) were included in the questionnaire. **Except retaining the first purpose above, the questionnaire was changed to detect the urban park management status and conditions, and the use of indicators viewed by park managers.** The exact questions were modified to suit the specific purpose of this study. All the questionnaires used in Stages 1-3 of the project are enclosed in Appendices 1.

### *Timeframe*

This project followed the following working schedule.

<b>Month</b>	<b>Task</b>
Prior Aug 2016	<ul style="list-style-type: none"> <li>• Prior study and literature review</li> </ul>
Aug 2016	<ul style="list-style-type: none"> <li>• Recruitment of research assistant and student helpers</li> <li>• Confirmation of approvals from the LCSD, research ethics, etc.</li> <li>• Identification of appropriate academic interviewees</li> <li>• Information and indicator update</li> <li>• Preparation of questionnaires</li> </ul>
Sept-Oct 2016	Stage 1 <ul style="list-style-type: none"> <li>• Interviews with senior officers, park managers and academics</li> <li>• Questionnaire survey on park users (including pilot study)</li> </ul>
Nov 2016	Stage 1 <ul style="list-style-type: none"> <li>• Data analysis and indicator refinement</li> <li>• Preparation of questionnaires</li> </ul>
Dec 2016-Jan 2017	Stage 2 <ul style="list-style-type: none"> <li>• Questionnaire survey on park users (including pilot study)</li> <li>• Data analysis</li> </ul>
Feb 2017	Stage 3 <ul style="list-style-type: none"> <li>• Data analysis</li> </ul>
Mar-Apr 2017	Stage 4 <ul style="list-style-type: none"> <li>• Preparation of urban park manager survey</li> <li>• Contact park managers</li> </ul>
May-June 2017	Stage 4 <ul style="list-style-type: none"> <li>• Urban park manager survey</li> <li>• Data analysis</li> <li>• Attendance of conferences</li> <li>• Preparation of conference or seminar presentations</li> </ul>
July-Sept 2017	<ul style="list-style-type: none"> <li>• Preparation of manuscripts, documents and other research outputs</li> </ul>
Oct 2017	<ul style="list-style-type: none"> <li>• Preparation of final report</li> <li>• Preparation and submission of final report</li> <li>• Preparation of completion report</li> </ul>
Jan 2018	<ul style="list-style-type: none"> <li>• Submission of completion report (3 month after project end date)</li> </ul>

## Results and Discussions 1

In response to **Research Objective 1**: To characterize and develop a set of indicators for sustainable urban park management in Hong Kong.

The socio-demographic and park visitation characteristics of the respondents are presented in Table 7. The sampled park users generally demonstrate a profile of even gender distribution (about 52% male and 48% female), a majority (over 87%) are in the age ranged of 18 and 50, 35% have an education level of secondary level and about 44% of university or above, over half are employed, and main income sub-group (about 40%) of not more than HK\$10,000 monthly. Since the respondents were a representative sample from the six selected major parks of different histories, sizes and locations, this sample therefore reflected a general profile of park users in Hong Kong. Park users have a very different frequency of visit but more of them go to a park once more than a month (28%) or once per week (22%). The purposes of visit of park users are diverse though more respondents visit a park for a walk (51.4%) and relaxation (45.6%).

**Table 7:** Characteristics of park users in the second-stage survey (n=743)

Characteristics		Number of respondents	Percentage (%)
Gender	Male	355	47.8
	Female	386	52.0
	Missing	2	0.3
	Total	743	100.0
Age	18-20	153	20.6
	21-30	197	26.5
	31-40	168	22.6
	41-50	130	17.5
	51-60	44	5.9
	61-70	40	5.4
	Above 70	9	1.2
	Missing	2	0.3
Total	743	100.0	
Education level	Primary or below	30	4.0
	Secondary	259	34.9
	Tertiary (non-degree)	128	17.2
	Undergraduate or above	223	43.5
	Missing	3	0.4
	Total	743	100.0
Working status	Employed	381	51.3
	Unemployed	24	3.2
	Retired	56	7.5
	Housewife	57	7.7
	Students	221	29.7

	Others	1	0.1
	Missing	3	0.4
	Total	743	100.0
Personal monthly income (HK\$)	\$10,000 or below	317	42.7
	\$10,001-\$20,000	144	19.4
	\$20,001-\$30,000	102	13.7
	\$30,001-\$40,000	77	10.4
	\$40,001-\$50,000	28	3.8
	Above \$50,000	38	5.1
	Missing	37	5.0
	Total	743	100.0
Frequency of visit	Once everyday	30	4.0
	Once every 2 to 3 days	93	12.5
	Once every week	169	22.7
	Once every two weeks	127	17.1
	Once every month	111	14.9
	Once more than one month	209	28.1
	Missing	4	0.5
	Total	743	100.0
Major purpose of visit (% of affirmation)	To use park facilities	166	22.3
	To watch plants and animals	178	24.0
	To go for a walk	382	51.4
	To take a rest and to relax	339	45.6
	Pass through the park	172	23.1
	Other reasons	63	8.5

### *Importance of indicators perceived by park users*

Table 8 illustrates the top ten and least ten important indicators rated by park users. They perceived their level of satisfaction with environmental quality in the park ( $m=4.31$ ) as the most important indicators for park management associated with park users. Out of the top ten indicator items, half are resource and environment-related while four are social indicators. For the least important items, users' access to wireless internet in the park is the least important to urban park management ( $m=3.52$ ). Four of these ten lowest-ranked items are social indicators that are related to park users and the serving communities.

**Table 8:** Ten most and least important indicator items perceived by park users

Rank	Category	Ten most important indicators	Mean	S.D.
1	SI	Park users' level of satisfaction with environmental quality	4.31	0.715
2	SI	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	4.26	0.743
3	REI	Proportion of soft landscape or green areas to hardware or built facilities	4.25	0.726
	REI	Number of types of facilities in the park	4.25	0.735
5	MII	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	4.24	0.813

	SI	Number of reported case / complaints about any insect problem	4.24	0.806
7	SI	Number of complaints about hygienic conditions	4.22	0.771
8	REI	Number of toilets within the park	4.20	0.756
	REI	Percentage of open area within the park	4.20	0.772
	REI	Area of the park	4.20	0.828
<b>Rank</b>	<b>Category</b>	<b>Ten least important indicators</b>	<b>Mean</b>	<b>S.D.</b>
40	REI	Access to wireless internet in the park	3.52	1.229
39	REI	Availability of innovative facilities or equipment,	3.75	1.008
38	SI	Number of community events in the park	3.83	0.887
37	MII	Number of security guards on duty in the park	3.86	0.904
36	MII	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	3.90	0.876
35	SI	Number of complaints relating to conflicting use of facilities	3.91	0.875
34	MII	Presence of a geo-referenced database for mapping park resources and facilities of individual parks	3.92	0.934
33	SI	Presence of regular user assessment of favourite and least favourite park facilities	3.93	0.834
32	SI	Number of environmental education programmes or activities provided to users	3.93	0.838
31	REI	Number of new and existing trails or routes built inside the park	3.94	0.785

#### *Core indicators for urban park management from user perspective*

The entire park user dataset in the second stage obtains a high value of Cronbach's alpha (0.946), thereby indicating a high level of data reliability (Kline, 2000). Next, these 40 indicators entered PCA, which extracted eight components with eigenvalues greater than one. They were named according to the nature of the indicator items in each component. According to Table 9, the first component includes indicators related to measuring the accessibility entire city. The other seven components, based on their percentages of variance, are: facility maintenance and staff management, community and education events, users' reactions to park facilities, diversified and accessible park environment, complaints about park environment, smart park environment, and park safety and security. Convergent validity within each component and discriminant validity between components are tested satisfactory in their respective correlation coefficients. On the whole, the whole set of components represented nearly 60% of variance. The resultant indicator set consists of 24 core indicators from the three categories: MII (5), REI (12) and SI (7) accordingly.

**Table 9:** Results of PCA and the core indicators for urban park management

	Factor loading	Cumulative %
<b>1. Accessibility and openness of park</b>		<b>11.055</b>
Area of the park (REI)	0.740	
Density of trees within the park (REI)	0.674	
Number of pedestrian paths linking to park entrances (REI)	0.579	
Number of opening hours per day (MII)	0.569	
Percentage of open area within the park (REI)	0.544	
Distance from the nearest residential area (REI)	0.533	
<b>2. Facility maintenance and staff management</b>		<b>20.062</b>
Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines (MII)	0.669	
Number of checks of facilities and play equipment (MII)	0.634	
Presence of play equipment management and maintenance guidelines (MII)	0.622	
Number of security guards on duty in the park (MII)	0.591	
<b>3. Community and education events</b>		<b>27.902</b>
Number of community events in the park (SI)	0.646	
Number of environmental education programs or activities provided to park users (SI)	0.628	
<b>4. Users' reactions to park facilities</b>		<b>35.490</b>
Number of complaints relating to conflicting use of facilities (SI)	0.730	
Number of complaints by park users that relate to facility and equipment damage (SI)	0.704	
Presence of user assessment of favorite and least favorite park facilities (SI)	0.607	
<b>5. Diversified and accessible park environment</b>		<b>42.089</b>
Number and population of typical faunal and floral species (REI)	0.725	
Number of facilities for disabled people (REI)	0.668	
Number of types of facilities in the park (REI)	0.599	
<b>6. Users' complaints about park environment</b>		<b>48.370</b>
Number of reported case or complaints about any insect problem (SI)	0.779	
Number of complaints about hygienic conditions (SI)	0.703	
<b>7. Smart park environment</b>		<b>54.419</b>
Access to wireless internet in the park (REI)	0.781	
Availability of innovative facilities or equipment (REI)	0.601	
<b>8. Safety and security</b>		<b>59.128</b>
Number of reported crimes in the park (REI)	0.725	
Number of accidents reported in the park (REI)	0.711	

*Cronbach's alpha = 0.946; Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy = 0.941; Bartlett's test of sphericity ( $p = 0.000$ ).*

*Extraction method: Principle axis factoring. Rotation method: Varimax with Kaiser Normalization.*

*Eigenvalue of each factor > 1; Factor loading of each element > 0.5. Attributes loading on more than one factor with a loading score of  $\geq 0.4$  on each factor eliminated.*

### *User-perceived important and unimportant indicators*

The top ten important indicator items in Table 8 reveals that park users consider resource and environmental aspects relatively more important to park management though visitors' feeling of the park environment are the top two items as social indicators. Regardless of the categories (MII, REI or SI), most of the top ranked items are related to the physical features and landscape of the park, rather than the institution, policy and operation. The top three important items suggested by park users are about (satisfaction with) environmental quality, (pleasant feeling in) natural settings (e.g. ponds, trees) and soft landscape or greenness of the parks. This indicates that a strong and positive connection between human and nature in the park environment is the key to derive public recognition to successful park management. This finding also concurs with researcher (Herrmann et al., 2000; van Herzele & Wiedemann, 2003) and practitioner point of view (Hermy, 2011).

One the contrary, the least important indicators reflected that park users are less concerned about the add-on management of the park, e.g., innovative ideas of facilities and park setting, internet connection, education and community events. This may be caused by a prolong ignorance of citizens in public utility planning and management, which were stressed by some scholars (e.g., Jonas & While, 2007; Wolch et al., 2014; McKendry & Janos, 2015).

### *Core set of indicators in Hong Kong urban parks*

The core set of indicators generated in this study contain a tripartite screening and selection, and a far stronger involvement of park users than the existing practice of urban park management in Hong Kong. The indicators in Table 8 are mainly composed of resource and environmental elements that should require further site measurement and record in practice, in addition to some social indicators that can be reported and calculated regularly, and moreover, several managerial and institutional items for consideration. The core indicator set is only derived from the PCA result of park users' ratings on importance level for three reasons: (1) it is difficult if not impossible to integrate the ratings of park managers and park users in generating the indicator set. There is no theoretical ground of how to deconstruct or incorporate the views of the two respondent groups; (2) the inputs from park managers, academics and park users were incorporated in the screening process in Stage 1. This suggests that the final indicator set contains views from multiple actors and knowledge areas; and (3) park users are the "major customers" or the target group of urban park management.



Although it appears an imbalanced distribution of categories, there is indeed no theoretical ground to substantiate a balanced indicator set contributes to more effective management. From the practical perspective of implementation, this core indicator set shows how park users associated their perceived park management should be. Individual park managers have the flexibility to select applicable items to suit their park settings and environments.

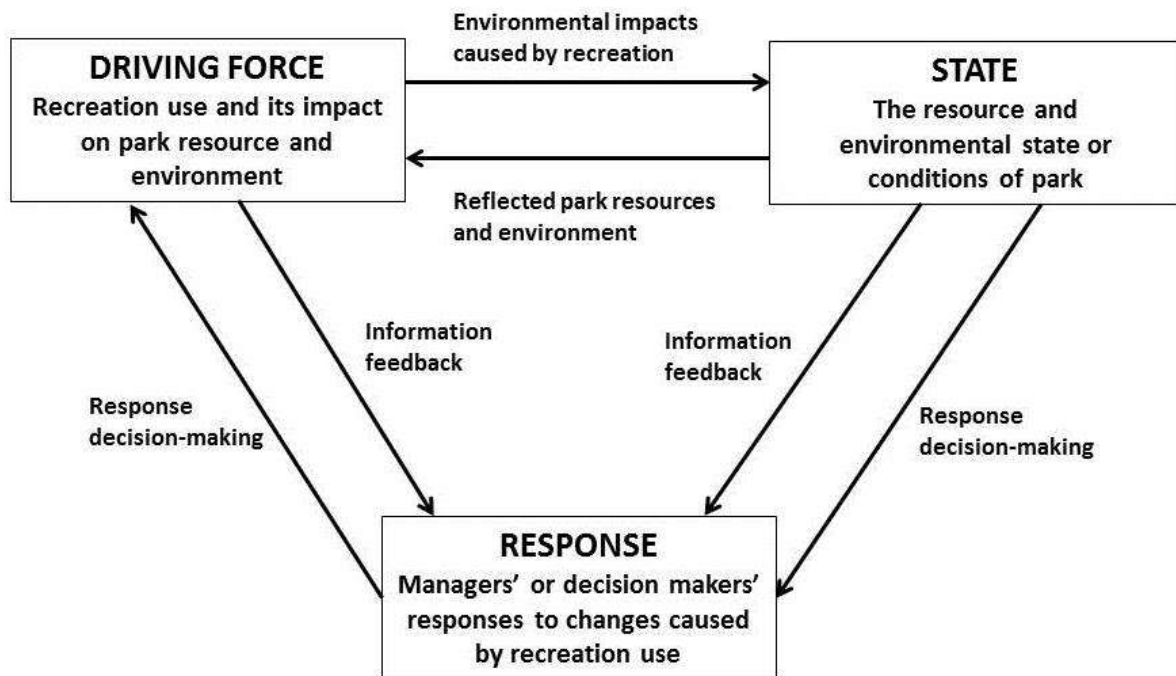
**The indicator set that contains 24 core items from the three categories (5 MII items, 12 REI items and 7 SI items) listed in Table 9 is the research outcome of objective 1.** This set of indicators has the potential to be applied in urban park management in Hong Kong, after the whole Delphi's process of expert and user screening, and then followed by a user rating and analysis. The use of this indicator set depends on the managerial intention and willingness to innovate the existing park management system. Since the conditions of individual parks or green spaces vary, the direct measurement and monitoring of the indicator state over time may not be resourceful and suitable.

#### *A sustainability framework of organizing indicators*

Two further recommendations are put forward. Firstly, it is necessary to select of an appropriate number of core indicators that are measureable and comparable across parks and periodically. The selection criteria may be discussed and compromised through meetings and discussions among officers who are responsible to oversee and manage individual parks. Individual park managers should also choose some other site-specific indicators for continuous monitoring. Urban parks where similar indicators are picked up may form a group for comparison. However, these actions are not competitive in nature. If these indicators are used to assess park managers, the incentive of enhancing the park condition may be violated ultimately but managers or officers may become aggressive to boost up certain areas of conditions rather than inspecting the park holistically. Instead of managers' performance-oriented, comparison between park indicators should be justified as a strategy for benchmarking and achieving long-term sustainability. Parks must learn from each other under particular circumstances and experiences.

Secondly, apart from an indicator set in form of a list or separate items, it is wise to organize the indicators in a systematic way. In attempt to advance the use of the relevant

urban park indicators, some forms of item organization and interpretations are necessary. According to Chan & Marafa (2008), for instance, indicators may be classified by, first, a category or issue list based on the main focus of each indicator. This way simply uses the MII, REI and SI to group the indicators. Secondly, it is possible to adopt goal-indicator matrices that show the level of community goals addressed by indicators. This method requires thorough knowledge and information about the site or park condition and its relation to the surrounding residence or communities. The selected indicators can be organized by referring to the respective goals to be attained, setting standards to reach and finally assessing the outcome of the indicators after a period. Thirdly, another opportunity is to generate a framework of endowments, liabilities, current results and processes that monitors the balance among measures of current and future resources of societies. This approach, nevertheless, requires much wider perspective. Lastly, as believed to be the more relevant and suitable application in this context of urban park management, the Driving Force-State-Response (DSR) framework can act as a secondary level of analysis mainly for use by or decision-makers (Sustainable Measures, 2000; Li, 2001). The illustration of this DSR's application in the urban parks is depicted in Figure 4.



**Figure 4:** DSR concept model used in the establishment of indicators for a sustainable urban park management

(Source: Adapted from Li, 2001)

The DSR framework has continuously gained international recognition of its applicability and usefulness in national planning and governance, tourism resource and environmental management, and sustainability assessment since the 1990s as the method adopted and improved by international organizations such as the United Nations (UN) and the Organization of Economic Cooperation and Development (OECD) (Mortensen, 1997; Li, 2001). Urban parks are considered suitable resource setting for DSR framework as it was applied, for example by Li (2001, 2004), in indicators of ecotourism management in Tianmushan, China. Li (2001 and 2004) categorized the indicators into natural environment, artificial facilities, and social and economic environment by the DSR framework.

*Views of indicators in urban park management by park managers and academics*

The information about the use of indicators are mainly obtained from the in-depth interviews with urban park managers and academics in Stage 1 study and Stage 4 survey results from the park managers again. The exact questions are provided in Appendix 2a whereas their responses are transcribed in Appendices 2b and 2c. The following section summarizes the main ideas of these responses, interpreted by three researchers (PI and two Research Assistants separately). The codes (e.g., M101 refers to the park manager 01 in Stage 1 interview; M401 refers to the park manager 01 in Stage 4 survey; S01 refer to a scholar responded to Stage 1 interview) refer to a specific park manager or academic who responded to the interview or survey. The codes were randomly assigned.

<p><b>Stage 1</b> (park managers; the number in blanket refers to the assigned code of interviewee)          (Question 8) Do you think the <b>use of indicators</b> or indicator set can improve the urban park management in Hong Kong? If not, what is the reason and what would you propose?</p> <ul style="list-style-type: none"> <li>• No. Difficult as many parks may not be able to match the standard (M101, M102)</li> <li>• Yes with reservation. User satisfaction with the park also depends on geographical factors. It is difficult to rely on some indicators to assess the performance of park. (M103)</li> <li>• Yes. Need coordination and a basic framework of indicators; varied conditions in different districts; good for maintenance (M104)</li> <li>• Yes. Regulations are required for monitoring and checking the conditions (M105)</li> <li>• Yes with reservation. Depends on the definition of indicators; performance indicators may increase the workload of staff; indicators may not be universally adaptable (M106, M107)</li> <li>• Yes with reservation. Difficult to rely on visitors' satisfaction as the park still opens whenever visitors are satisfied or not (M108)</li> <li>• Yes. Indicators should be part of guidelines, but some of them are infeasible to</li> </ul>
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frontline staff when they need to change in each park; indicators are useful for site management but it depends on how to set up these indicators. Too many indicators may constrain the effectiveness; Features between parks are similar (M109)

- Yes. Public sector follows guidelines to work, but it requires to discuss with contractors about the operation; guidelines may not cover the number of indicators or the complaints by users; it is only possible to quantify the work with more scientific nature; other considerations may affect the use of indicators (M110)
- Yes (M111)
- Yes with reservation. Indicators need to be site-specific and have flexibility (M112)
- Yes with reservation (M113)
- Yes. For monitoring the staff (M114)
- Yes with reservation. A set of guidelines to fit all parks may not be suitable but it requires adjustment for district or site-specific characteristics (M115)
- No. Difficult to have objective indicators. Parks are open spaces for public so difficult to calculate usage; Growth condition of trees may be rated by categories such as good, fair or poor but subjective (M116)
- Yes. Indicators must incorporate public or user opinions; it is important to enforce the use of indicators but given flexibility in operation; indicators should be quantified and measurable (M117)
- Yes with reservation. Indicators will be interpreted by varied actors; it must be related to future development of the park, site-specific and not too rigid (M118)
- Yes. This is important to understand if park users feel comfortable and pleasant in the parks, especially the iconic venues; indicators are applicable, the list is very useful; a general list of indicators for all parks is supported but individual park managers can select those items applicable to their venues; more categories of indicators such as facilities, innovation, complaints, flora and fauna, etc. (M119)
- Yes (M120)

(Question 9) Have you **ever used any form of indicators** or yardsticks in managing or monitor the condition of a park?

- Yes. Decision of placing new facilities by public opinion (M101, M102)
- No. Mainly rely on public commendation; indicators are difficult to handle; the issue of subjectivity (M103)
- Yes, such as international standard of provision of disabled facilities, signage, etc. (M104)
- Yes. Guidelines; indicators have to fit local characteristics (M105)
- Yes. Guidelines; no down-to-earth or specific indicators but guidelines to follow; sometimes audit team may visit the parks and review the services (M106, M107)
- Not sure. Guidelines, such as green coverage; there are guidelines on park design but not on management (M108)
- Yes. Guidelines (M109)
- Yes. Guidelines (M110)
- No (M111)
- Yes. Guidelines (M112)
- Yes. Guidelines (M113)
- Yes. Checking of service quality of contractors (M114)
- Yes. Internal guidelines (M115)

- No. Guidelines only (M116)
- Not sure (M117)
- Not sure. Guidelines on usage only but no specific indicators to measure number of park users or other objective factors about the work; mainly depends on park managers' daily inspection or conversations with park users; reflected in performance appraisal (M118)
- Yes. The first 17 indicators are the aspects we concern (M119)
- Yes (M120)

**Stage 4** (park managers; the number in blanket refers to the assigned code of interviewee)

(Question 6) If you were provided a set of indicators voluntarily, how would you **select and apply these indicators** in your daily park management?

- Determined by the priority in handling park issues (M401)
- Insufficient staff to evaluate indicators due to heavy workload; prolonged (over 3 years) insufficient ground staff of workmen and artisans has caused overloading of other venue staff (M404)
- Socio-demographic and visit characteristics as indicators, e.g. age, gender, job status, income level, education level, marital status, purpose of use and frequency of use (M405)
- Consider the feasibility and start with the easiest indicator (M406)
- Only select “number of reported cases of facility and equipment damage” as the indicator in my daily park management (M407)

(Question 7) How would you suggest **framing or organizing the indicators** or indicator set for urban park management in Hong Kong?

- Set as guidelines or code of practice for reference of park managers (M401)
- No discussion unless manpower is always in full strength (M404)
- Impose on 2 levels: macro (policy makers), micro (district, local staff) (M405)
- Reduced the “number of reported cases of facility and equipment damage” by general maintenance (M407)

From the answers of Question 8 (Stage 1) about the usefulness of indicators, most of the urban park managers (17 out of 20 managers) support the use of indicators as an approach to improve their park management conditions although 5 of them had reservation. The opponents (M101, M102 and M118) mainly concern about the extra workload and the subjectivity of indicator measurement. For Question 9 (Stage 1) about the existing practice in parks, 14 out of 20 managers agree that they have adopted “indicators” in urban park management; however, 3 managers disagree and another 3 managers are uncertain to indicator use. Indeed, 9 managers regarded “internal management guidelines” are the same as indicators. The interviewers provided a preliminary indicator list (Table 4) to the

interviewees for ease of understanding. Nevertheless, the study of interview transcripts reveals that urban park managers in Hong Kong have different understanding and interpretations of “indicator”, “standard”, “regulation” and “guideline”. The findings also show that they consider indicators as standards to be reached, but not yardsticks for comparison.

In Stage 4 (after screening and rating of indicators in Stages 1 and 2), a final round of questionnaire-based survey was conducted to solicit the urban park managers’ views on the application of core indicators. The purposes are described in Methodology section. From the answers of Question 6 about the ways of selecting and applying indicators in their parks, only five managers gave their opinions. These responses generally reflect an inclination to minimize the workload or choosing the smallest number of indicators for monitoring. Respondents also expressed a pessimistic attitude towards the use of indicators as it may impose extra workload to the management staff.

For Question 7 about the suggested approach of framing or organizing indicators, there were only four responded managers. The answers do not show any specific proposal of indicator system or framework except M405’s suggestion for a two-level categorization of indicators for policy makers and local or frontline staff.

**Stage 1** (academics; the number in blanket refers to the assigned code of interviewee)

(Question 6) Do you think the **use of indicators** or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest **framing or organizing the indicators** or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

- Yes. Indicator development should calculate, estimate and compare varied situations of presence or absence of parks; use subjective indicators measuring park users’ expectation; create indicators based on characteristics of the parks with the best public perception. (S01)
- Yes. The use of scientific data for park assessment is necessary, but it is meaningless to have local comparison. It is more useful to develop a set of international indicators for comparison between cities; indicators need to reflect the demand-side factor. Satisfaction survey or user opinion collection is important even for local comparison only; measurement of socio-psychological carrying capacity is more useful than physical carrying capacity. (S02)
- Yes. Indicators should be forward-looking that reflect the future development of the park. Sustainable development is such a perspective, e.g., to develop a “green index” for parks. It is important to make reference to the park management

perspectives of urban parks in developed countries; urban park management should follow the urban development of Hong Kong, e.g., smart city movement; this project should provide policy implication such as the promotion of the concepts like “connecting (parks)” and “(green) infrastructure” as seen in the Hong Kong 2030+ planning study; it is necessary to review the existing “guideline” of the LCSD in order to study urban park management. (S03)

- Yes. Indicators should focus on understanding park usage, and link uses, activities and parks. (S04)
- Yes. Indicators should include both physical environmental features like security, aesthetics, scenery and convenience, as well as psychological or personal indicators like users’ perception. (S05)
- Yes with reservation. There are more considerations for indicator use: different ways of evaluating landscape, combination and weighting; ecological value is hard to quantify; the mechanics or logistics of getting data. People tend to go for easy and money-based methods; there may be different categories of indicators such as finance, economics, participation, ecological, aesthetic, social, etc.; sometimes indicators easily get manipulated because people want to achieve a certain result. (S06)
- Yes. It is important to enforce the indicators; indicators may be visible or invisible, some are more important than the others. (S07)
- Yes with reservation. The use of indicators has complication because park system is highly diverse in location, nature, usage and geographical/contextual surroundings. There is a risk kind of an overlooking the subtlety; it requires community involvement; in the long run, it is necessary to care about the sensitivity of differences rather than standardize sustainability. (S08)
- Yes with reservation. Indicator set needs to be adaptable to changing uses, patterns, values (ecology, sustainability), activities and demands, not so rule bounded. (S09)

Question 6 (Stage 1) aims to solicit scholars’ views on again the effectiveness and a suggested framework of indicators. Among the answers provided by the nine responded academics, all of them agree with the usefulness of indicators for urban park management and improvement. The inclusion of park users’ input is agreed across scholars (S01, S02, S04, S05). Three scholars have reservation to the indicator use, who mainly concern about the difficulty in site measurement, site-specific variation and the subjectivity issue (S06, S08, S09). One respondent emphasizes the need for “forward-looking”, the consideration of sustainability in park management and the integration of park management with urban planning and urban development (S03).

## Results and Discussions 2

In response to **Research Objective 2:** To examine the park managers' and park users' perceptions of urban park management in Hong Kong based on the levels of importance and performance of the indicators; and **Research Objective 3:** To compare the views between the park managers and park users on the urban park indicators in Hong Kong.

Tables 10 and 11 are generated to show the top ten and bottom ten indicators rated by park managers (n=25) and park users (n=743), in terms of importance and performance, respectively. The datasets come from the surveys in Stage 2 study. Due to a large difference in sample size, comparative analysis by statistical tests could not be applied. Parallel comparison between the ratings of park managers and park users was thus conducted by observations of mean scores and ranking. Three areas of findings are revealed from the tables.

First, the means of each indicator show some degrees of inter-group differences. The range of the mean scores by park managers (m=3.16-4.40 for importance; m=3.12-4.28 for performance) is much greater than that of park users (m=3.52-4.31 for importance; m=3.41-3.93 for performance). For the top ten important indicators, the difference in mean scores between groups is only below 0.2; for the top ten performed indicators, the difference in mean scores between groups is about 0.3. These two sets of top rated items do not show an apparent difference in the mean scores. However, for the least ten important indicators, the gap is widened to about 0.2-0.4 where park managers gave a much lower scores to these "unimportant" aspects of their parks. For the bottom ten performed indicators, higher scores were given by park users until after the bottom seventh item. The gap is reversed at the 33<sup>rd</sup> position.



**Table 10:** Ten most and least important indicator items perceived by park managers and park users

Park managers (n=25)					Park users (n=743)				
Rank	Category	10 most important indicators	Mean	S.D.	Rank	Category	10 most important indicators	Mean	S.D.
1	MII	Funds from the government	4.40	.645	1	SI	Park users' level of satisfaction with environmental quality	4.31	0.715
2	MII	Number of security guards on duty in the park	4.32	.802	2	SI	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	4.26	0.743
3	MII	Checks of facilities	4.28	.614	3	REI	Proportion of soft landscape or green areas to hardware or built facilities	4.25	0.726
4	REI	Number of pedestrian paths linking to park entrances	4.16	.688		REI	Number of types of facilities in the park	4.25	0.735
	MII	Play equipment management and maintenance guidelines	4.16	.943	5	MII	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	4.24	0.813
	REI	Proportion of soft landscape or green areas to hardware or built facilities	4.16	.624		SI	Number of reported case / complaints about any insect problem	4.24	0.806
7	SI	Complaint about facility damage	4.08	.759	7	SI	Number of complaints about hygienic conditions	4.22	0.771
8	REI	Number of lights for outdoor illumination in the park	4.04	.751	8	REI	Number of toilets within the park	4.20	0.756
	REI	Percentage of open area within the park	4.04	.611		REI	Percentage of open area within the park	4.20	0.772
	REI	Number of toilets within the park	4.04	.611		REI	Area of the park	4.20	0.828
Rank	Category	10 least important indicators	Mean	S.D.	Rank	Category	10 least important indicators	Mean	S.D.
40	REI	Access to wireless internet in the park	3.16	.943	40	REI	Access to wireless internet in the park	3.52	1.229
39	REI	Availability of innovative facilities or equipment	3.36	.860	39	REI	Availability of innovative facilities or equipment,	3.75	1.008
38	SI	Number of community events	3.40	1.000	38	SI	Number of community events	3.83	0.887
37	SI	School programs or public educational activities	3.46	.779	37	MII	Number of security guards on duty in the park	3.86	0.904
36	SI	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	3.64	.757	36	MII	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	3.90	0.876
35	SI	Number of complaints relating to conflicting use of facilities	3.68	.900	35	SI	Number of complaints relating to conflicting use of facilities	3.91	0.875
34	MII	A geo-referenced database for mapping park resources and facilities of	3.71	.908	34	MII	Presence of a geo-referenced database for mapping park resources and facilities of	3.92	0.934

		individual parks					individual parks		
33	MII	Policies that identify or support the promotion of the educational functions of parks	3.72	.792	33	SI	Presence of regular user assessment of favourite and least favourite park facilities	3.93	0.834
	REI	Number of accidents reported in the park	3.72	.980		SI	Number of environmental education programmes or activities provided to users	3.93	0.838
	REI	Number of reported crimes in the park	3.72	.980	31	REI	Number of new and existing trails or routes built inside the park	3.94	0.785

Remarks: Park user data copied from Table 8.

**Table 11:** Ten best- and poorest-performed indicator items perceived by park managers and park users

Park managers (n=25)					Park users (n=743)				
Rank	Category	10 best-performed indicators	Mean	S.D.	Rank	Category	10 best-performed indicators	Mean	S.D.
1	REI	Distance from the nearest residential area	4.28	.843	1	MII	Number of opening hours per day	3.93	.831
2	REI	Number of lights for outdoor illumination in the park	4.21	.658	2	SI	Park users' level of satisfaction with environmental quality	3.88	.802
3	MII	Checks of facilities	4.20	.500	3	SI	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	3.87	.820
	REI	Number of pedestrian paths linking to park entrances	4.20	.645	4	REI	Percentage of open area within the park	3.84	.855
5	REI	Proportion of soft landscape to hardware	4.16	.688		REI	Number of pedestrian paths linking to park entrances	3.84	.822
6	MII	Accidents reported in parks	4.13	.612	6	REI	Area of the park	3.83	.896
7	MII	Methods of public transport that are directly linked to the park	4.04	.690	7	REI	Number of reported crimes in the park	3.82	.958
	MII	Play equipment management and maintenance guidelines	4.04	.464		SI	Percentage of park users who perceive high accessibility to the park	3.82	.847
	REI	Area of the park	4.04	.539	9	REI	Number of lights for outdoor illumination in the park	3.80	.781
	REI	Number of toilets within the park	4.04	.539	10	REI	Density of trees within the park	3.79	.875
Rank	Category	10 poorest-performed indicators	Mean	S.D.	Rank	Category	10 poorest-performed indicators	Mean	S.D.
40	MII	Integration of park planning and urban planning	3.12	.666	40	REI	Access to wireless internet in the park	3.41	1.040
39	MII	Policies that identify or support the	3.25	.897	39	MII	Funds from the government	3.43	1.001

		promotion of the educational functions of parks							
38	REI	Availability of innovative facilities or equipment, e.g., solar lights, etc.	3.44	.870	38	REI	Availability of innovative facilities or equipment,	3.44	.953
37	MII	Staff qualifications in relevant park management-related disciplines	3.48	.872	37	MII	Policies that identify or support the promotion of the educational functions of parks	3.52	.952
	SI	Number of complaints relating to conflicting use of facilities	3.48	.770	36	MII	Number of security guards on duty in the park	3.56	.898
35	SI	Number of environmental education programmes or activities provided to users	3.54	.833	35	SI	Presence of regular user assessment of favourite and least favourite park facilities	3.57	.829
	SI	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	3.54	.721	34	REI	Number of reported cases of facility and equipment damage, breakage and missing parts	3.58	.840
33	MII	Regular visitor surveys	3.59	.666		MII	Definition of core services or themes of parks	3.58	.842
32	MII	Definition of core services or themes of parks	3.60	.707		SI	Number of environmental education programmes or activities provided to users	3.58	.897
31	SI	Park users' level of satisfaction with the aesthetic value of urban parks	3.63	.576		MII	Checks of facilities	3.58	.848

Second, the differences in the aspects of concern are observed by counting the number of indicators in each category. As summarized in Table 12, urban park managers and park users particularly show some disparities in selecting the most important and the best-performed indicators. More MII items were considered important (4 out of 10 items) but users' perception lies on Sis (4 out of 10 items). Such contrast is considered normal because of the nature of the respondents. Park managers deal with park management and they thus naturally prioritize indicators about managerial and institutional aspects as the major part of their jurisdiction. Park users concern about their benefits and needs in park usage and therefore users are much more sensitive to the items relevant to their feelings and experiences. Both groups concern the attributes of park resources and environment (REI).

**Table 12:** Summary of categories of ten and bottom ten indicators

	Number of indicators	
	Park managers (n=25)	Park users (n=743)
<b>10 most important indicators</b>		
MII	4	1
REI	5	5
SI	1	4
<b>10 least important indicators</b>		
MII	2	1
REI	4	6
SI	4	3
<b>10 best-performed indicators</b>		
MII	4	3
REI	6	3
SI	0	4
<b>10 poorest-performed indicators</b>		
MII	5	5
REI	1	3
SI	4	2

Regarding the best-performed indicators, urban park managers believe that they have exerted much effort in maintaining and improving the physical features and environments of their parks, and therefore REI items receive a higher performance rating (6 out of 10 best performance) than park users' rating (3 out of 10 items). On the contrary, park users perceive that social indicators have better performance (4 SI items out of 10) but park managers do not consider so (no items in top ten performance).

Third, there are common and contrasting indicator ratings between park managers and users. Comparing the importance and performance ratings by park managers and park users together (Tables 10 and 11), some common and contrasting perceptions can be observed. On the one hand, both respondent groups suggest three indicators are among the most important items, namely “proportion of soft landscape or green areas to hardware or built facilities”, “percentage of open area within the park” and “number of toilets within the park”, which are all REI items. On the other hand, five indicators are commonly rated among the least important: “access to wireless internet in the park” (REI), “availability of innovative facilities or equipment” (REI), “number of community events” (SI), “number of complaints relating to conflicting use of facilities” (SI) and “a geo-referenced database for mapping park resources and facilities of individual parks” (MII).

For the performance, “number of pedestrian paths linking to park entrances” and “area of the park” are the two indicator having the best performance by both park managers and park users; whereas “policies that identify or support the promotion of the educational functions of parks” (MII), “number of environmental education programmes or activities provided to users” (SI) and “definition of core services or themes of parks” (MII) are shared items of the poorest performance.

Several indicators have contrasting ratings: (1) “Number of security guards on duty in the park” is among the most important indicators by park managers ( $m=4.32$ ; ranked 2<sup>nd</sup>), but the least important by park users ( $m=3.86$ ; ranked 37<sup>th</sup>). This suggested that managers consider important to keep park safety by the provision of more security guards but park users view differently that, for example, security guards represent less degree of privacy or freedom of use in parks. (2) Park managers maintain a high performance of “checks of facilities” ( $m=4.20$ ; ranked 3<sup>rd</sup>) but park users might have perceived that this task is not well delivered ( $m=3.58$ ; ranked 34<sup>th</sup>). (3) Lastly, park users appear to be happy about their pleasure in the natural settings of the parks and thus ranked the indicator “percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)” the 3<sup>rd</sup> ( $m=3.87$ ) but park managers have a much lower self-evaluation of this work ( $m=3.54$ ; ranked 35<sup>th</sup>).

To compare the views between the park managers and park users on the urban park indicators in Hong Kong (Research Objective 3), it has to be analyzed separately due to a

huge difference in sample size. This research therefore presents their views by different sets of analysis. For park users, the results include (1) identification of components of urban park management by park users' ratings on indicator importance (Chan & Marafa, 2006), and (2) statistical comparison of park users' ratings on importance and performance levels of indicator items between 2004 and 2017 (Chan, 2006). For park managers, the analysis is based on the results of longitudinal comparison of park managers' ratings on indicator importance and performance between this research and previous studies in 2004 and 2012 (Chan et al., 2015).

#### *Components of sustainable urban park management*

The importance rating by park users in Stage 2 study entered the PCA via SPSS. The process of data analysis was explained in Methodology section and the PCA results were also presented in Results and Discussions 1 and Table 9 respectively. There were some previous location-based studies that reviewed the status of urban park management in the United States and suggested the components of sustainable park management in the particular settings (e.g., Cohen & Eimicke, 1998; Harnik, 2003).

When comparing the current results with previous studies on how a desirable urban park system, two observations are revealed as collated in Table 13. Firstly, there are similar dimensions of public park management, for example, about physical features (e.g., park facilities and equipment) and safety and security. These dimensions represent the most important areas of management that directly relevant to urban parks in most cases. Secondly, from a longitudinal perspective, these components of urban park management tend to gradually become more sophisticated over the years. For instance, Harnik (2003) grouped "sufficient assets, staffing and equipment" into one essential area of an excellent park system, while subsequent study by Chan & Marafa (2006) revealed an itemized indicators of facilities, staff and finance, which were associated by park users.

Furthermore, policy-related indicators do not appear among park users' associated component in the current study. Overall, the components show the categorical difference between MII, REI and SI but park users tend to concern about a general user-friendly and high quality physical environment with specific attributes such as open, accessible, green and clean. New attributes are found to suit the changing society, for example, a component

identifying features for a smarter recreation site (internet connection and innovative facilities). The latter is an additional indicator suggested during the screening process.

**Table 13:** Comparison between studies on dimensions of urban park management

<b>Cohen &amp; Eimicke (1998)</b>	<b>Harnik (2003)</b>	<b>Chan &amp; Marafa (2006)</b>	<b>This study</b>
The United States	The United States	Hong Kong	Hong Kong
	<ul style="list-style-type: none"> <li>• Clear expression of park purposes</li> <li>• Ongoing planning and community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Park planning and management policies</li> </ul>	<ul style="list-style-type: none"> <li>• Facility maintenance and staff management</li> </ul>
<ul style="list-style-type: none"> <li>• Natural beauty</li> <li>• Play equipment</li> <li>• Bathrooms</li> <li>• Cleanliness</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient assets, staffing and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Park facilities and environmental quality</li> <li>• Staff management</li> <li>• Park finance</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Diversified and accessible park environment</b></li> <li>• <b>Smart</b> recreation environment</li> </ul>
<ul style="list-style-type: none"> <li>• Youth program</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits beyond park boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Education function</li> </ul>	<ul style="list-style-type: none"> <li>• Community and education events</li> </ul>
	<ul style="list-style-type: none"> <li>• Equitable access</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility to park usage and information</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility and openness of park</li> </ul>
	<ul style="list-style-type: none"> <li>• Users' satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Park usage</li> <li>• Users' complaints about park resources and environment</li> <li>• Users' satisfaction with park facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Users' reactions to park facilities</li> <li>• Users' complaints about park environment</li> </ul>
<ul style="list-style-type: none"> <li>• Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Safety from physical hazards and crime</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> </ul>

These studies came from different geographical and site-specific conditions, interpreted by individual groups of researchers, used varied methods and involved different actors of urban parks to derive these management dimensions. However, the suggested dimensions indicate the components of urban parks that should be well managed and considered in park sustainability. The current study followed what Chan & Marafa (2006)

proposed to involve park users in the process of indicator selection, which eventually reflects their attitudes and needs. In the age of increasing demand of public utilities like parks, management authorities have shown a higher self-expectation (Eng & Niininen, 2005; Leung et al., 2011; Chan et al., 2015).

#### *Statistical comparison between studies in 2004 and 2017*

Putting together two sets of data (606 park users in 2004 study in Chan (2006) and 743 park users in the current project), some statistical analyses can reveal the trend of changing views of park users on urban park management in Hong Kong. In this study, three types of statistical tests were performed: two-sample t-test, two-sample Kolmogorov–Smirnov test (KS test) and Wilcoxon rank. These tests suit the conditions of normality and non-normality that was not assumed in the 2004 and 2017 datasets. The common indicators appeared in the two years (a total of 26 indicators) were compared by each of these tests separately. The results are presented in Table 14. A zero “0” value in the boxes of the table refers to the same normal distributions with equal means and equal but unknown variances, while a one “1” value refers to the condition otherwise. After conducting the tests, there are four possible conditions between the years: (1) a statistically significant increase in the mean scores, (2) a statistically significant decrease in the mean scores, (3) no change in the mean scores, and (4) no consensus among the test results, and thus no conclusion of the trend was reached.

Through summarizing these conditions of statistical tests in Table 14, it is observed that the level of importance perceived by park users has been increased generally over the years in all (MII, REI and SI) categories of indicators; 17 out of 26 indicators show a statistically significant increase across tests. This finding describes an overall rise in expectation of park users in all park management aspects nowadays. Regarding the indicator performance, MII and REI items both have a mixed trend, while there is no consensus generally for SI items. This implies that park users have had a mixed feeling about the performance of different aspects of urban parks. This circumstance may be caused by different characteristics of park users based on their individual needs, expectations, attitudes and behaviour leading to diverse perceptions (such as those previous studies presented in Table 3). Urban parks in Hong Kong have also had changing conditions and environmental settings over the years to satisfy recreational demand.



**Table 14:** Statistical comparison of park users' ratings on importance and performance levels of indicator items between 2004 and 2017

	Indicator	Importance						Performance					
		2-sample t test	KS test	Wilcox- on rank	M 2004	M 2017	Change	2-sample t test	KS test	Wilcox- on rank	M 2004	M 2017	Change
MII	Presence of a written and publicly available definition of core services or themes of the parks	1	1	1	3.71	3.97	Increase	1	1	0	3.35	3.58	Increase
MII	Presence of play equipment management and maintenance guidelines	1	1	0	3.79	4.14	Increase	0	1	0	3.74	3.63	No consensus
MII	Number of checks of facilities and play equipment	1	1	0	3.93	4.16	Increase	1	1	0	4.08	3.58	Decrease
MII	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	0	0	0	3.81	3.90	No change	1	1	0	4.26	3.64	Decrease
MII	Presence of policies that identify or support the promotion of the educational functions of the parks	1	1	0	3.90	4.13	Increase	1	1	0	3.77	3.52	Decrease
MII	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	1	1	0	3.90	4.24	Increase	1	1	0	3.38	3.65	Increase
MII	Amount of financial funds from the government	0	1	0	4.04	4.13	No consensus	0	1	0	3.57	3.43	No consensus
MII	Number of security guards on duty in the park	1	1	0	4.15	3.86	Decrease	0	0	1	3.68	3.56	No consensus
REI	Number of facilities for disabled people	1	1	0	3.81	4.18	Increase	1	1	0	3.37	3.59	Increase
REI	Number of methods of public transport that are directly linked to the park	1	1	0	3.52	4.11	Increase	0	0	0	3.66	3.62	No change
REI	Number of new and existing trails or routes built inside the park	1	1	0	3.37	3.94	Increase	1	1	0	4.22	3.69	Decrease
REI	Number of types of facilities in the park	1	1	1	4.03	4.25	Increase	1	1	0	4.62	3.68	Decrease
REI	Number of accidents reported in the park	1	1	0	4.26	4.00	Decrease	1	1	0	4.41	3.74	Decrease
REI	Number of reported crimes in the park	1	1	1	3.94	4.18	Increase	1	1	0	3.65	3.82	Increase

REI	Number of reported cases of facility and equipment damage, breakage and missing parts	0	0	0	3.99	3.99	No change	0	1	0	3.48	3.58	No consensus
REI	Number and population of typical faunal and floral species	0	0	0	4.13	4.13	No change	0	1	0	3.61	3.70	No consensus
REI	Proportion of soft landscape or green areas to hardware or built facilities	1	1	0	3.54	4.25	Increase	0	1	0	3.60	3.70	No consensus
SI	Number of complaints by park users that relate to facility and equipment damage	0	1	0	3.95	4.00	No consensus	1	1	1	4.69	3.61	Decrease
SI	Number of complaints relating to conflicting use of facilities	0	0	0	4.01	3.91	No change	1	1	1	3.97	3.62	Decrease
SI	Park users' level of satisfaction with environmental quality	1	1	0	3.86	4.30	Increase	1	1	0	4.78	3.88	Decrease
SI	Number of complaints about hygienic conditions	1	1	0	3.84	4.22	Increase	0	1	0	3.76	3.73	No consensus
SI	Presence of regular user assessment of favorite and least favorite park facilities	1	0	0	3.82	3.93	No consensus	1	0	0	3.81	3.57	No consensus
SI	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	1	1	0	3.50	4.02	Increase	0	1	0	3.69	3.68	No consensus
SI	Number of park users	1	1	0	3.77	4.05	Increase	0	1	0	3.86	3.75	No consensus
SI	Number of community events in the park	1	1	1	3.57	3.83	Increase	0	1	0	3.52	3.62	No consensus
SI	Number of environmental education programs or activities provided to users	1	1	0	3.74	3.93	Increase	0	1	0	3.45	3.58	No consensus

(Remarks: 0 refers to the same normal distributions with equal means and equal but unknown variances; 1 refers to reject condition 0.)

*Longitudinal comparison of urban park managers' view on park management in Hong Kong in 2004, 2012 and 2017*

This part of the result is a longitudinal comparison of park managers' ratings on indicator importance and performance between this research and previous studies in 2004 and 2012 (Chan et al., 2015). The two past studies were either published or completed in Chan (2006) and Chan et al. (2015). The respondents were LCSD's major urban park managers. All 22 major urban park managers responded to the survey in 2004 (i.e., a 100% response rate) (Chan & Marafa, 2006), whereas 20 managers participated in the 2012 survey which reached in a response rate of about 77% (Chan et al., 2015). In this current study, 27 completed responses were collected from the 25 major urban parks (excluding Nanlian Garden) because two responses were from former managers who shifted to another position during the process of the Delphi survey - although two of them did not disclose their years of experience.

According to the work experience profile of the park managers in the three studies, the LCSD's urban park managers interviewed were found to be relatively less experienced as revealed in the three studies over the years. Managers with years of work experience in park management who responded to the studies reduced from over 20% in 2004 to about 7% in 2017. The majority of park managers have worked in their current position for less than 3 years. The findings indicate that an increasing proportion of a given management team comes from newly deployed and less experienced officers.

The importance and performance of the urban park indicators were ranked according to their mean scores rated by the park managers. The resultant top ten and bottom ten items over the three investigations (the years of 2004, 2012 and 2017) are presented in Tables 15a and 15b (importance), and Tables 16a and 16b (performance) respectively.

The indicator ratings perceived by park managers present an overall increase in the importance level of the indicators over the years when combining the lists of the most and the least important items in Tables 15a and 15b. The top ten important indicators have had a slight general increase in the mean scores of about 0.1 between 2004 and 2017 although some indicators had decreased ratings in 2012. There is an increase in the mean scores of about 0.3 among the bottom list. Managers considered public funding to be the most important attribute in 2017, which was also the case in 2004, but not in the 2012 survey. It is noticeable that

funding from the government has jumped from the least important indicator in 2012 to the top item in 2017 (although it was ranked the 5<sup>th</sup> in 2004). This finding shows a drastic change in the perception of park managers. Regardless of the categories of indicators, items related to facilities, equipment and hardware resources have been among the top ranking (4-5 items in the top ten as highlighted in italics). Specifically, “checks of facilities” and “play equipment management and maintenance guidelines” are the only two items present over the years.

Regarding the least important indicators perceived by park managers, the two items related to smart urban development (wireless internet connection and innovative recreation facilities) are at the bottom of the list. These two items were newly added for literature reviewers’ and managers’ consideration. The availability of school programs or public educational activities in urban parks was also ranked among the least important aspects over the years.

**Table 15a:** Top ten important indicators according to urban park managers in Hong Kong (Common items are highlighted.)

TOP Ten Important Indicators											
Park managers in 2004 (n=22)				Park managers in 2012 (n=20)				Park managers in 2017 (n=25)			
Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.
1	Complaints about hygienic conditions	4.33	.702	1	Service quality of contractor	4.40	.503	1	Funds from the government	4.40	.645
2	Service quality of contractor	4.29	.464	2	<i>Checks of facilities</i>	4.25	.786	2	Number of security guards on duty in the park	4.32	.802
	<i>Play equipment management and maintenance guidelines</i>	4.29	.624	3	Staff satisfaction	4.21	.631	3	<i>Checks of facilities</i>	4.28	.614
4	<i>Complaint about facility damage</i>	4.26	.864	4	New and existing trails or routes built in parks	4.10	.852	4	Number of pedestrian paths linking to park entrances	4.16	.688
5	Funds from the government	4.21	.721		<i>Play equipment management and maintenance guidelines</i>	4.10	.968		<i>Play equipment management and maintenance guidelines</i>	4.16	.943
	Staff satisfaction	4.21	1.021	6	Complaints about issues of equity or social exclusion	4.05	.686		Proportion of soft landscape or green areas to hardware or built facilities	4.16	.624
7	<i>Checks of facilities</i>	4.08	.584		<i>Park facilities under deterioration</i>	4.05	.826	7	<i>Complaint about facility damage</i>	4.08	.759
8	Accidents reported in parks	4.04	.928		Legislation or mission about purposes of providing, protecting and developing parks	4.05	.759	8	<i>Number of lights for outdoor illumination in the park</i>	4.04	.751
9	Park users' level of satisfaction with environmental quality	3.92	.830	9	Change in perception of safety by park users	4.00	.725		Percentage of open area within the park	4.04	.611
	<i>Park facilities under deterioration</i>	3.92	.776		<i>Visitor assessment of favourite and least favourite park facilities</i>	4.00	.795	<i>Number of toilets within the park</i>	4.04	.611	

(Source: Chan & Marafa, 2006 for 2004 statistics; Chan et al., 2014 for 2012 statistics)

**Table 15b:** Ten least important indicators according to urban park managers in Hong Kong (Common items are highlighted.)

LEAST Ten Important Indicators											
Park managers in 2004 (n=22)				Park managers in 2012 (n=20)				Park managers in 2017 (n=25)			
Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.
1	Areas of urban parks	2.78	.951	1	Funds from the government	2.89	.937	1	Access to wireless internet in the park	3.16	.943
2	Regular visitor surveys	2.92	1.018	2	Regular visitor surveys	3.05	.780	2	Availability of innovative facilities or equipment	3.36	.860
3	Water quality	2.95	1.099	3	School programs or public educational activities	3.11	.567	3	Number of community events	3.40	1.000
4	Air quality	3.05	.999	4	Integration of park planning and urban planning	3.13	1.125	4	School programs or public educational activities	3.46	.779
5	School programs or public educational activities	3.09	.900	5	Complaint about facility damage	3.21	.855	5	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	3.64	.757
6	Enquiries for park information	3.21	.721	6	Expenditure on park maintenance and management	3.29	1.047	6	Number of complaints relating to conflicting use of facilities	3.68	.900
	Environmental education programmes	3.21	.779	7	Enquiries for park information	3.35	.671	7	A geo-referenced database for mapping park resources and facilities of individual parks	3.71	.908
8	New and existing trails or routes in parks	3.22	.902	8	Policies that identify or support the promotion of the educational functions of parks	3.37	.597	8	Policies that identify or support the promotion of the educational functions of parks	3.72	.792
9	An official citizen advisory board	3.32	.894		Air quality	3.37	.957		Number of accidents reported in the park	3.72	.980
10	Number of community events	3.33	.637	10	Types of facilities in parks	3.45	.887		Number of reported crimes in the park	3.72	.980

(Source: Chan & Marafa, 2006 for 2004 statistics; Chan et al., 2014 for 2012 statistics)

**Table 16a:** Ten best-performing indicators amongst urban park managers in Hong Kong (Common items are highlighted.)

Ten Best-performed Indicators											
Park managers in 2004 (n=22)				Park managers in 2012 (n=20)				Park managers in 2017 (n=25)			
Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.
1	Complaints about hygienic conditions	4.09	.811	1	<i>Complaint about facility damage</i>	4.15	.587	1	Distance from the nearest residential area	4.28	.843
2	Service quality of contractor	3.95	.950	2	New and existing trails or routes in parks	4.05	.605	2	<i>Number of lights for outdoor illumination in the park</i>	4.21	.658
	<i>Checks of facilities</i>	3.95	.899		<i>Checks of facilities</i>	4.05	.887		3	<i>Checks of facilities</i>	4.20
	<i>Cases of facility and equipment damage</i>	3.95	.899	4	<i>Facilities for disabled people</i>	3.90	.852	5		Number of pedestrian paths linking to park entrances	4.20
	Accidents reported in parks	3.95	.865	5	<i>Park facilities under deterioration</i>	3.85	.587		5	Proportion of soft landscape to hardware	4.16
6	<i>Complaint about facility damage</i>	3.90	.995		Service quality of contractor	3.85	.671	6	Accidents reported in parks	4.13	.612
7	<i>Complaints about conflicting use of facilities</i>	3.86	1.062	7	Positive written comments by users	3.80	.951	7	Methods of public transport that are directly linked to the park	4.04	.690
8	<i>Types of facilities in parks</i>	3.82	.733	8	Number of community events	3.75	.639		<i>Play equipment management and maintenance guidelines</i>	4.04	.464
9	<i>Play equipment management and maintenance guidelines</i>	3.77	1.066		<i>Play equipment management and maintenance guidelines</i>	3.75	.786		Area of the park	4.04	.539
10	Proportion of soft landscape to hardware	3.68	.780	10	<i>Types of facilities in parks</i>	3.70	.657		<i>Number of toilets within the park</i>	4.04	.539

(Source: Chan & Marafa, 2006 for 2004 statistics; Chan et al., 2014 for 2012 statistics)

**Table 16b:** Ten poorest-performed indicators amongst urban park managers in Hong Kong (Common items are highlighted.)

Ten Poorest-performed Indicators											
Park managers in 2004 (n=22)				Park managers in 2012 (n=20)				Park managers in 2017 (n=25)			
Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.	Rank	Indicator	Mean	S.D.
1	Water quality	2.69	1.014	1	Cases of facility and equipment damage	2.95	1.079	1	<i>Integration of park planning and urban planning</i>	3.12	.666
2	<i>Regular visitor surveys</i>	2.73	1.032	2	<i>Expenditure on park maintenance and management</i>	3.00	.866	2	<i>Policies that identify or support the promotion of the educational functions of parks</i>	3.25	.897
3	Areas of urban parks	2.76	1.091	3	Park users' level of satisfaction with the aesthetic value of urban parks	3.15	.933	3	Availability of innovative facilities or equipment, e.g., solar lights, etc.	3.44	.870
4	<i>An official citizen advisory board</i>	2.89	1.100		Number of users	3.15	.671	4	<i>Staff qualifications in relevant park management-related disciplines</i>	3.48	.872
5	Air quality	2.94	.966		Accidents reported in parks	3.15	.875		Number of complaints relating to conflicting use of facilities	3.48	.770
6	Police patrolling in parks	3.05	.921	6	<i>Staff qualifications in relevant park management-related disciplines</i>	3.16	.688	6	Environmental education to users	3.54	.833
	<i>Definition of core services or themes of parks</i>	3.05	1.117		<i>Policies that identify or support the promotion of the educational functions of parks</i>	3.16	.688		Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	3.54	.721
	<i>Integration of park planning and urban planning</i>	3.05	1.099		<i>Funds from the government</i>	3.16	.688	8	<i>Regular visitor surveys</i>	3.59	.666
9	<i>Legislation or mission about purposes of providing, protecting and developing parks</i>	3.10	1.044	9	<i>Regular visitor surveys</i>	3.17	.924	9	<i>Definition of core services or themes of parks</i>	3.60	.707
	Environmental education to users	3.10	.944	10	Areas of urban parks	3.21	.918	10	Park users' level of satisfaction with the aesthetic value of urban parks	3.63	.576

(Source: Chan & Marafa, 2006 for 2004 statistics; Chan et al., 2014 for 2012 statistics)



The best and the poorest performing park indicators over the years are presented in Tables 16a and 16b respectively. The mean scores in the tables indicate a general increase in the perceived performance of the park management aspects of about 0.1-0.2 over the years. Regarding the nature of park attributes, indicator items related to facilities, equipment and hardware resources were rated higher in 2004 and 2012 (6-7 out of 10 items), but only 4 remained on the 2017 list. However, accessibility to urban parks is considered to have improved and performed well currently as 3 items are present in 2017: “distance from the nearest residential area” (ranked 1<sup>st</sup>), “number of pedestrian paths linking to park entrances” (ranked 4<sup>th</sup>) and “methods of public transport that are directly linked to the park” (ranked 7<sup>th</sup>). In 2017, park managers gave the highest performance rating to the aspects of park accessibility and facility management.

Regarding the ten poorest performing indicators over the years, about half of them came from internal managerial and institutional aspects such as items related to policy matters (integration of park planning and urban planning; and policies that identify or support the promotion of the educational functions of parks). More items in social aspects of user complaints and perceptions have appeared on the bottom of the performance list according to park managers.

Apart from separate importance and performance lists, Table 17 provides a matrix showing the combined view of the importance and performance levels over the three study years. This matrix is generated through the crossover between the top and bottom ten indicator items. Observations are drawn on pairs of most/least importance and best/poorest items in the same year, and factors in the trends across years (these spaces in the table are shaded). Common items in each year are highlighted in italics. Several observations are drawn.

Firstly, five indicators have existed in the ten most important and best performing lists. Within this grid, the “number of checks of facilities” is the most common item to appear over the years. Nevertheless, the nature of these five indicators changed from complaint-related items in 2004 to physical features and facilities in 2017. Secondly, no item is found regarding the crossover of the most important and poorest performing indicators. The first two observations suggest that park managers have consistently trusted their ability and recognized their effort in managing their parks so that some of the most important aspects are effectively

addressed. Thirdly, one to two indicators are found overkilled (i.e., exerting much effort to low importance) in 2012 and 2017 as they were paradoxically the least important and the best performing indicators. In the current study, the “number of accidents reported” is considered to be less important and maintained a low level by the managers.

Lastly, some aspects have been ignored by park managers. These aspects are represented by 6 indicators from 2004, through another 3 indicators in 2012, to 4 indicators in 2017. A gradual decline in the number of this classification implies that park managers have strengthened their work by either raising their self-expectations or enhancing the performance of various management aspects. Over the three study years, “the presence of regular visitor surveys” is a common item that has received the least attention, whereas indicators relevant to the educational function of urban parks also appears on this low-profile basket, e.g., “the presence of environmental education to park users” and “policies that identify or support the promotion of the educational functions of parks.” This issue was also found earlier by Chan et al. (2015).

These findings reveal that the longitudinal urban park management status in Hong Kong has moved towards an emphasis on the resource and environmental aspects such as the physical features and hardware facilities in parks. Over the years, urban park managers have expressed a belief that they have correctly devoted management practices to those areas where indicators received both the strongest importance and performance. This may be both a strength and a weakness. On one hand, urban park managers appear to possess a clear set of management objectives to enhance park environments, landscaping and other physical conditions. On the other hand, an indication of successful urban park management may simply be confined to these controllable or manageable tasks within certain boundaries or jurisdictions.

This movement leads to a stronger perception of importance and more effort in improving the performance of these relevant functions of parks as measured by the indicators in this study. Park managers nowadays have become more reluctant to tackle problems that are beyond their park’s physical boundary, control and jurisdiction of management. Having a changing and increasing public expectation as described in the social indicators, park managers have found themselves experiencing more difficulty in handling complaints, and

engaging park users and communities, although a few positive examples were recently observed (e.g., Home Affairs Bureau, 2017; MaD Forum, 2017). These are good signs of the innovation in the operation-led practice in Hong Kong's urban parks, which may also be part of the urban visitor attractions (Konijnendijk et al., 2013). In light of such an opportunity, it is recommended that urban park management authorities in Hong Kong should break through bureaucratic structures and their administrative nature. The dominant operative management approach in Hong Kong seems to be similar to the major constraint of urban parks worldwide (e.g., Randrup & Persson, 2009). More public and community engagement should be encouraged to add more elements (e.g., art and creativity, smart recreation and innovative design, etc.) to urban park settings and management.

**Table 17:** Matrix of importance and performance of urban park indicators in Hong Kong in 2004, 2012 and 2017

Common item	Best performing in 2004	Best performing in 2012	Best performing in 2017	Poorest performing in 2004	Poorest performing in 2012	Poorest performing in 2017
<b>Most important in 2004</b>	Complaints about hygienic conditions Service quality of contractor <i>Checks of facilities</i> Complaint about facility damage Accidents reported in parks	Service quality of contractor <i>Checks of facilities</i> Play equipment management and maintenance guidelines Complaint about facility damage	<i>Checks of facilities</i> Accidents reported in parks Play equipment management and maintenance guidelines	Nil	Funds from the government Accidents reported in parks	Nil
<b>Most important in 2012</b>	Service quality of contractor <i>Checks of facilities</i>	Service quality of contractor <i>Checks of facilities</i> New and existing trails or routes built in parks Play equipment management and maintenance guidelines Park facilities under deterioration	<i>Checks of facilities</i> Play equipment management and maintenance guidelines	Legislation or mission about purposes of providing, protecting and developing parks	Nil	Nil

<b>Most important in 2017</b>	<p><i>Checks of facilities</i></p> <p><i>Play equipment management and maintenance guidelines</i></p> <p>Proportion of soft landscape to hardware</p> <p>Cases of facility and equipment damage</p>	<p>Complaint about facility damage</p> <p><i>Checks of facilities</i></p> <p><i>Play equipment management and maintenance guidelines</i></p>	<p>Number of lights for outdoor illumination in the park</p> <p><i>Checks of facilities</i></p> <p>Number of pedestrian paths linking to park entrances</p> <p><i>Play equipment management and maintenance guidelines</i></p> <p>Number of toilets within the park</p>	Nil	<p>Cases of facility and equipment damage</p> <p>Funds from the government</p>	Nil
<b>Common item</b>	<b>Best performing in 2004</b>	<b>Best performing in 2012</b>	<b>Best performing in 2017</b>	<b>Poorest performing in 2004</b>	<b>Poorest performing in 2012</b>	<b>Poorest performing in 2017</b>
<b>Least important in 2004</b>	Nil	<p>New and existing trails or routes in parks</p> <p>Number of community events</p>	Area of the park	<p>Areas of urban parks</p> <p><i>Regular visitor surveys</i></p> <p>Water quality</p> <p>Air quality</p> <p>Environmental education programmes</p> <p>An official citizen advisory board</p>	<p>Areas of urban parks</p> <p><i>Regular visitor surveys</i></p>	<p>Environmental education to users</p> <p><i>Regular visitor surveys</i></p>

<p><b>Least important in 2012</b></p>	<p>Complaint about facility damage Types of facilities in parks</p>	<p>Complaint about facility damage Types of facilities in parks</p>	<p>Nil</p>	<p><i>Regular visitor surveys</i> Integration of park planning and urban planning Air quality</p>	<p><i>Regular visitor surveys</i> Expenditure on park maintenance and management Policies that identify or support the promotion of the educational functions of parks</p>	<p><i>Regular visitor surveys</i> Policies that identify or support the promotion of the educational functions of parks</p>
<p><b>Least important in 2017</b></p>	<p>Complaints about conflicting use of facilities Accidents reported in parks</p>	<p>Nil</p>	<p>Accidents reported in parks</p>	<p>Nil</p>	<p>Park users' level of satisfaction with the aesthetic value of urban parks Accidents reported in parks Policies that identify or support the promotion of the educational functions of parks</p>	<p>Policies that identify or support the promotion of the educational functions of parks Number of complaints relating to conflicting use of facilities Environmental education to users Park users' level of satisfaction with the aesthetic value of urban parks</p>

### *Longitudinal change in management focuses*

Based on the self-reported importance rating of the responded managers, urban park management in Hong Kong has demonstrated a prolonged culture of operation dominance and jurisdiction determination (Jim, 2002; Chan & Marafa, 2006; Tang & Wong, 2008), which is arguably a consequence of the separation between urban planning and urban park management (Chan et al., 2015). As a result, it is natural that some aspects that are usually beyond or only partially under the control of park managers are ranked the lowest. These aspects include educational functions provided by the parks and those items that are the reactions or behavior of park users. This is the reason that “the presence of regular visitor surveys” has been ranked among the lowest indicators throughout the study period (Table 17). Internal management and hardware facilities are the main concern of the managers, rather than complaints by park users. This phenomenon not only existed in the early years, but is reinforced gradually across the period as more REI and less SI appear at the top of the importance list.

When comparing the categories of the indicators, several observations are noticeable in Table 18. Firstly, urban park managers in Hong Kong tend to consider physical features and the park environment to be more important as there is a significant increase in the number of top ten important REI items from 2 in 2004 to 6 in 2017. Simultaneously, management attention devoted to this aspect has led to a higher performance rating with 7 items at the top list. Secondly, park users’ perceptions and attitudes are no longer the main concerns of the park managers as depicted in the decreasing (increasing) number of top (least) important indicators for the SI category. Meanwhile, it is necessary to inspect the reverse trend in the performance levels of the SI items (i.e. decreasing best performing and increasing poorest performing indicators). The reasons behind such a phenomenon can be complicated, but this was discussed in earlier research as a problem of lacking “responsiveness” to changing societal needs on the part of park managers (Chan et al., 2015).

**Table 18:** Changes in indicator categories

Category	2004	2012	2017 (trend)
Number of top ten important indicators			
MII	5	5	4
REI	2	2	5 (↑)
SI	3	3	1 (↓)
Number of least ten important indicators			

MII	2	5	2
REI	4	2	4
SI	4	3	4 (→)
Number of top ten performed indicators			
MII	3	3	4 (→)
REI	4	4	6 (↑)
SI	3	3	0 (↓)
Number of least ten performed indicators			
MII	6	5	5 (→)
REI	3	3	1 (↓)
SI	1	2	4 (↑)

(Source: Chan & Marafa, 2006 for 2004 statistics; Chan et al., 2014 for 2012 statistics)

In the latest stage-one survey, several managers proposed to add “innovative facilities or equipment” and “complaints about any insect problems” into the indicator list. Whereas the latter is caused by the urban environment of a humid and sub-tropical city like Hong Kong, the former indicator suggests the long-lasting circumstances that the provision of physical facilities in Hong Kong’s urban parks is characterized by their diversity, density and resource intensity (Chan et al., 2015). An increasing focus on facility management across the period (as shown in various REI items in Tables 3a, 4a and 6) is perhaps a reflection of these park characteristics.

#### *Weaknesses of park management*

An overall rise in the self-evaluated mean scores represents an increasing managerial satisfaction with the performance of park management work. Although such self-evaluation may not necessarily indicate a real improvement in park conditions, the perceived overkill in specific indicator items, which is “the number of reported accidents in parks” in this case, may expect a decline in management effort and resources when tackling this aspect in the future. Urban park managers tend to concentrate on excelling in their ability to provide and improve the hardware facilities and physical environments in parks, as the five most highly important performing indicators show in the corresponding grid of Table 17. The indicator, “checks of facilities,” is the one that consistently appears to be of top importance on the performance list throughout the study period. These aspects may become key indicators of the successful and sustainable urban park management in the long term (Harnik, 2003).

The self-reported performance levels in the areas of REI (more items in the highest performance) and SI (more items in the poorest performance) imply the current difficulties in



managing urban parks. Park managers reveal their lack of ability to tackle public recreational complaints and conflicts within park areas. An example is a sharply falling performance of “the number of complaints about conflicting use of facilities” by park users from the 7<sup>th</sup> ranking in 2004 to the 36<sup>th</sup> in 2017. In Table 17, the four least important-poorest performing indicators in the areas of education function and users’ satisfaction highlight the weaknesses of park management in Hong Kong.

Another concern about the perceived least importance of “innovation” in urban park management requires attention. “Access to wireless internet in the park” receives the lowest importance score. As the most connected city globally (GfK, 2017), most government premises including major parks and recreational facilities are equipped with wireless internet (GovHK, 2017), but park managers generally consider such services to be unimportant as the use of smartphones has widely spread among the majority of citizens. Furthermore, the “availability of innovative facilities or equipment” was ranked as the 2<sup>nd</sup> least important and the 3<sup>rd</sup> poorest performing indicator. The concept of smart parks and recreation has been widely recognized as a global trend of innovative and creative development (Krafcik, 2016; City of Cape Town, 2017; City Parks Blog, 2017; Dellner, 2017). The findings in this study reveal that innovation is relatively weak in Hong Kong park management nowadays, although the government has attempted to promote new elements (e.g., Home Affairs Bureau, 2017) and locally initiated ideas in urban parks (e.g., MaD Forum, 2017).

#### *Public funding for urban parks*

“Funding from the government” is an indicator experiencing a drastic change in the perception of importance by park managers over the years. This item has ranked on the most important list in 2004 and 2017, which suggests that public funding is an indispensable source of financial support and a major resource for park management. The 2012 survey, however, had an exception, when park managers rated this indicator the least important-poorest performance, implying an uncontrollable and insufficient provision of government support at that time. Unlike some other cases overseas, e.g., Central Park in New York City (Central Park Conservancy, 2017), urban parks in Hong Kong do not rely on private funding or donations, but instead depend on outsourcing arrangements that often cause quality control issues (Lindholst, 2009; Bretzer et al., 2016; Leiren et al., 2016). This is regarded as the traditional “national park model” of management (Takyi & Seidel, 2017), which may impose

a threat in funding security, low priority and lack of community engagement to advance the governance and management of urban parks (Herrmann et al., 2000; Pauleit, 2003; McCann, 2009; Peter Neal Consulting and Community First Partnership, 2016; Moore, 2017) in addition to an observable slow pace of park provision in Hong Kong (Tan et al., 2013).

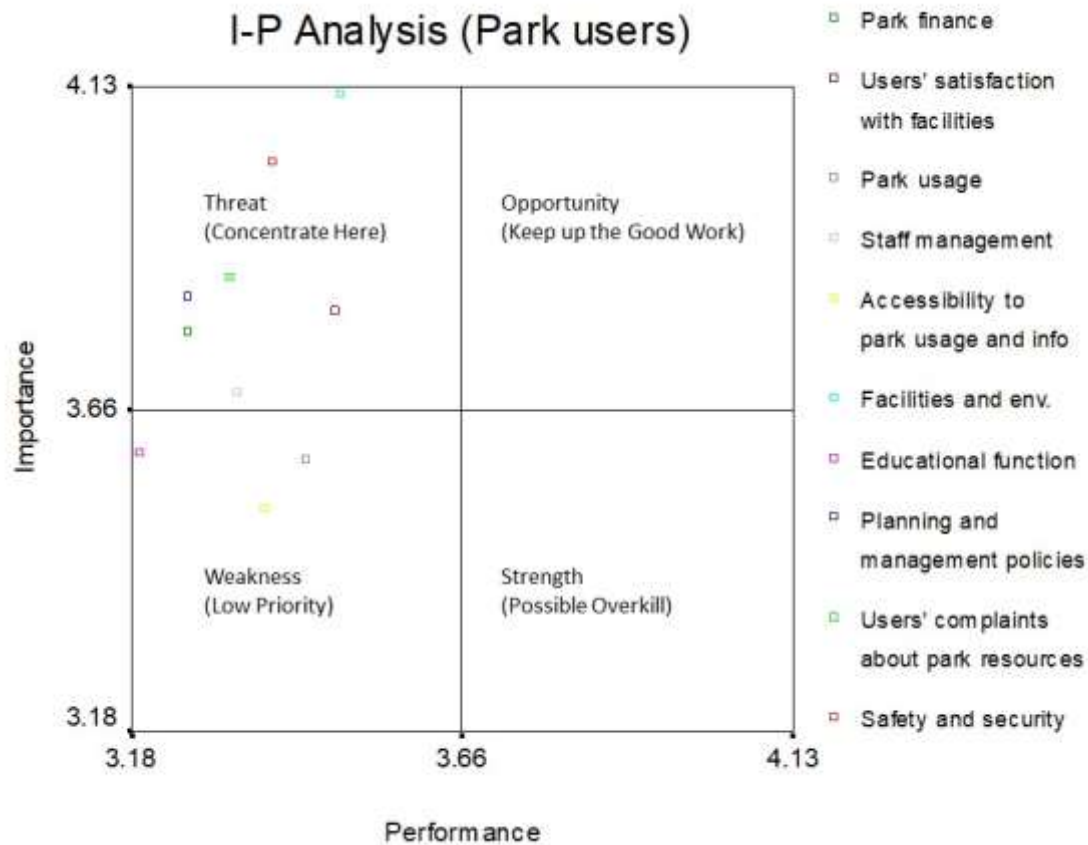
### Results and Discussions 3

In response to **Research Objective 4**: To understand the condition of urban parks in Hong Kong through an integration of the respective importance and performance of the indicators from the park managers' and park users' perspectives.

#### *I-P Analysis of urban park condition based on park users*

I-P Analysis is a method to integrate the respective importance and performance of the indicators. The use of I-P Analysis was introduced in the Methodology section above. The method applied in the 2004 study (Chan, 2006) and the current project, using the importance and performance ratings of park users. The I-P spots on the graphs were based on the mean scores of importance and performance but took the categorical average of the components of urban park management generated by the PCA (e.g., Table 9 of the current study). This represents that only the core indicators from the park user surveys were entered into the analysis. The axes that separated the I-P graph into four zones were drawn by taking the overall means of the importance (vertical axis) and performance (horizontal axis) levels accordingly.

The I-P graph of the 2004 park user study is provided in Figure 5a. In this study, there were ten components of urban park management extracted from the PCA. All the components fell into either the “threat” (concentrate here) or “weakness” (low priority) zones. Seven components in the threat zone required immediate actions for improvement while another three in the weakness zone were of low priority as perceived by park users. As a result, it was believed that the urban park provision and conditions at that time were not in an overall satisfactory status.



**Figure 5a:** I-P Analysis based on park users' responses in 2004 study

(Remarks: Axes scaled by binary minimum and maximum values)

(Source: Chan, 2006)

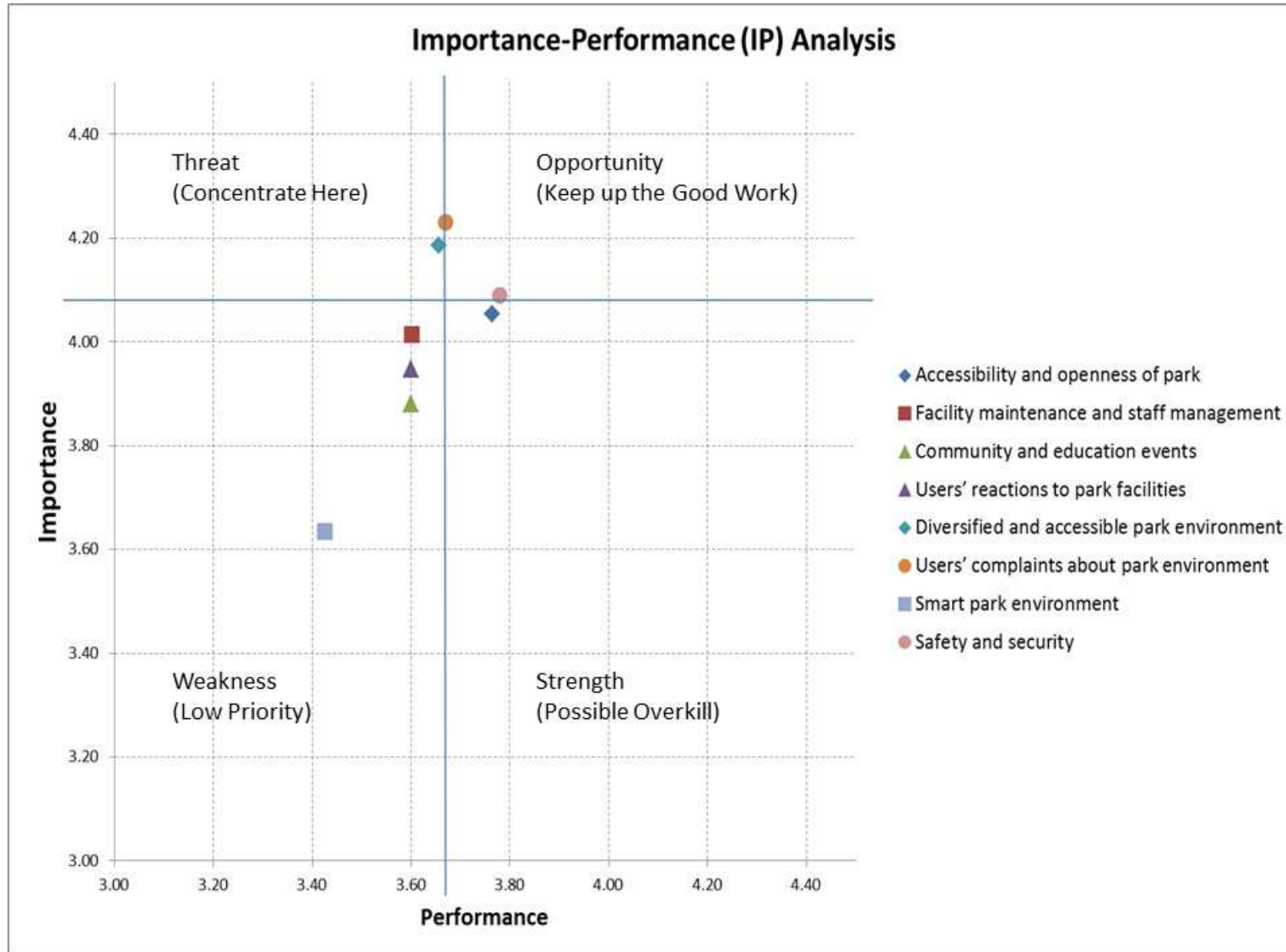
The park users' I-P graph of the current research is provided in Figure 5b. In this study, there were eight components of urban park management extracted from the PCA as shown in Table 9. Half (four) of the components are situated in the weakness (low priority) zone with both relatively low levels of importance and performance. One component (diversified and accessible park environment) falls in the threat zone. Nevertheless, accessibility and openness of park is a strength considered by park user respondents. Another component (users' complaints about park environment) is located at the margin of threat and opportunity areas.

As a longitudinal comparison of park users' view, six components in the current park users' research are considered replicated or similar to the components in the 2004 study. Three of them, however, still locate in undesirable zones. "Community and education events" (the former "education function") retains as weakness; "facility maintenance and staff

management” (the former “facilities and environment” and “staff management”) and “users’ reactions to park facilities” (the former users’ satisfaction with facilities) change from threats to weaknesses. Marginally, “users’ complaints about park environment” (the former “users’ complaints about park resources”) changed from threat to a direction towards opportunity zone.

Positively, “accessibility and openness of park” (the former “accessibility to park usage and information”) improved from weakness to strength given a rise in its performance. Moreover, “safety and security” (replicated the former component) moved from weakness zone to an opportunity, signaling its improvement in both importance and performance. Two new components are identified in the current research, namely, “diversified and accessible park environment” and “smart park environment”; but they are rated in threat and weakness zone respectively. In the 2004 study, three distinctive components are no longer found in the current project: “park finance”, “park usage” and “planning and management policies”.

Comparing the two I-P graphs of 2004 and 2017, the urban park management status tends to improve over the period although many of the components of park management still situates in an unhealthy status (as either weakness or threat). Some aspects changed from threats to weaknesses, which do not necessarily a more desirable movement lead by an improved performance level but may imply a decline in the importance level. Nevertheless, this conclusion is arguably valid because the components under investigation are different under different sets of responses and the subsequent PCA results. The changes of the composition of each component may also affect the interpretation of its nature.



**Figure 5b:** I-P Analysis based on park users' responses in 2017 (this project)

### *I-P Analysis of urban park condition based on park managers*

Due to a small sample size of less than 30 responses, the data collected from urban park manager surveys were not statistically analyzed. Consequently, no PCA could be conducted to extract the core components of urban park management. The I-P Analysis for park managers' ratings on importance and performance levels were thus based on the components generated from the user survey, i.e., the eight components in Table 9. Similar approach was adopted in the 2004 study (Chan, 2006), which produced the I-P graph in Figure 6a.

The I-P graph of the 2004 park managers' study is provided in Figure 6a, which took the ten components of urban park management extracted from the PCA of park user survey. Nine out of all ten components fell into either the "threat" (concentrate here) or "weakness" (low priority) zones. Five components in the threat zone required immediate actions for improvement while another four in the weakness zone were of low priority as perceived by park managers. This shows that park managers had perceived a slightly fewer aspects of park management as threats or having high importance but poor performance than how park users had perceived. One component, "users' complaints about park resources", was classified as strength by park managers although most of the components were in an undesirable condition. They had suggested a desirable status of handling these complaints; however, park users still rated a much lower level of performance and thus the item fell into the threat zone.

The park manager-park user contrast in the 2004 study was relatively mild. Except the abovementioned strength (managers) versus threat (users) difference in the perception of "users' complaints about park resources", most of such similar discrepancies were between the zones of weakness and threat. For instance, the components, "users' satisfaction with park facilities" and "facilities and environment" were perceived by park managers as weaknesses but park users as threats. This represents that park users would like a more concentration of effort in these two aspects whereas park managers considered them a lower priority. The "park usage" component appeared in opposite, i.e., having a higher importance level by park managers than that of users.

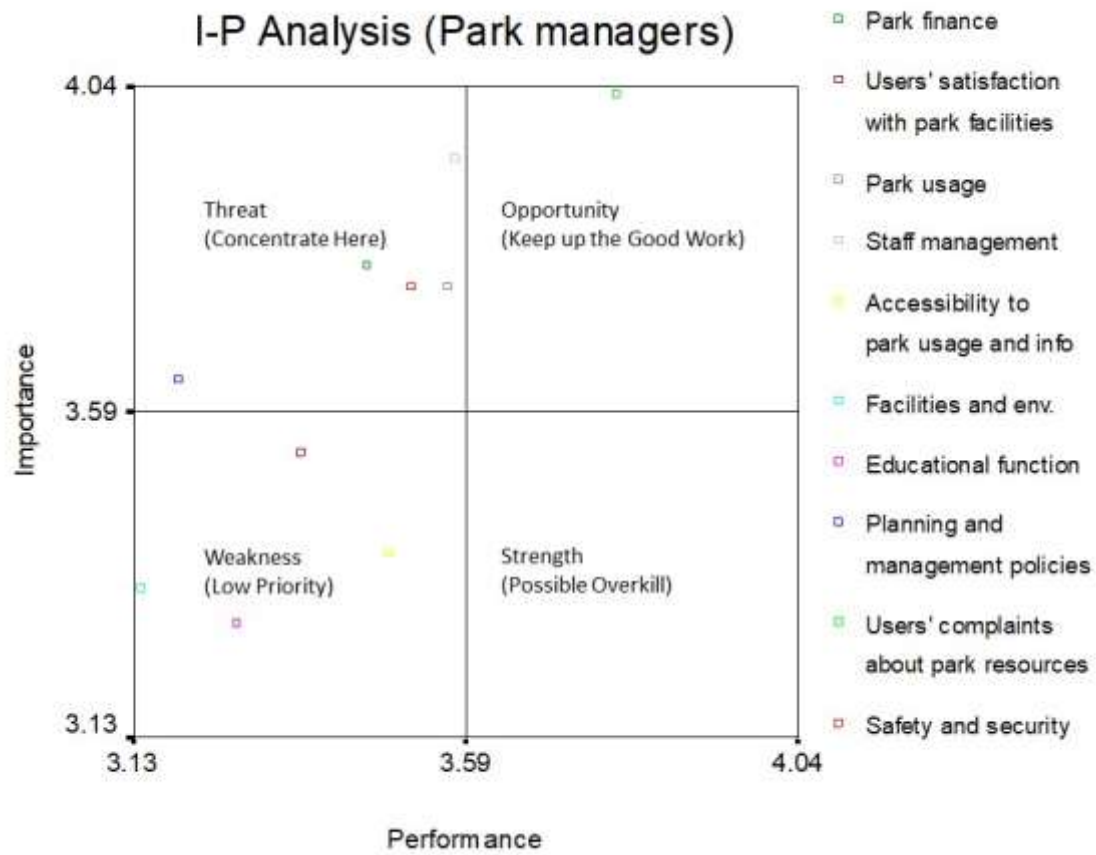
The park managers' I-P graph of the current research is provided in Figure 6b. Half (four) of the components are situated either in the weakness (low priority) or the threat (concentrate here) zone. The park managers believe that "facility maintenance and staff

management” is the component in the opportunity zone that represents a high standard of work. Three other components (“safety and security”, “users’ complaints about park environment” and “accessibility and openness of park”) are already advantageous and possibly “overkill” areas.

As a longitudinal comparison of park managers’ view, out of the six replicated or similar components between the two studies, two of them still locate in an undesirable zone. “Users’ reactions to park facilities” (the former users’ satisfaction with facilities) retains as weakness; “community and education events” (the former “education function”) changed from threat to weakness. More positive signs are discovered in managers’ perspective: “accessibility and openness of park” (the former “accessibility to park usage and information”) improved from weakness to strength; “users’ complaints about park environment” (the former “users’ complaints about park resources”) and “safety and security” (replicated the former component) changed from threats to strengths; and “facility maintenance and staff management” (the former “facilities and environment” and “staff management”) also moved to an opportunity zone. The two news components (“diversified and accessible park environment” and “smart park environment”) again perceived by park managers as threat and weakness respectively.

For an inter-group (managers versus users) comparison, “accessibility and openness of park” and “safety and security” are the two components commonly rated as strengths by both respondent groups. However, two other components have contrasting views by the groups: “facility maintenance and staff management” (opportunity by park managers but threat by park users) and “users’ complaints about park environment” (strength by park managers but a marginal case of threat or opportunity by park users). “Diversified and accessible park environment” is the only component with a shared view of requiring immediate improvement by both managers and users.

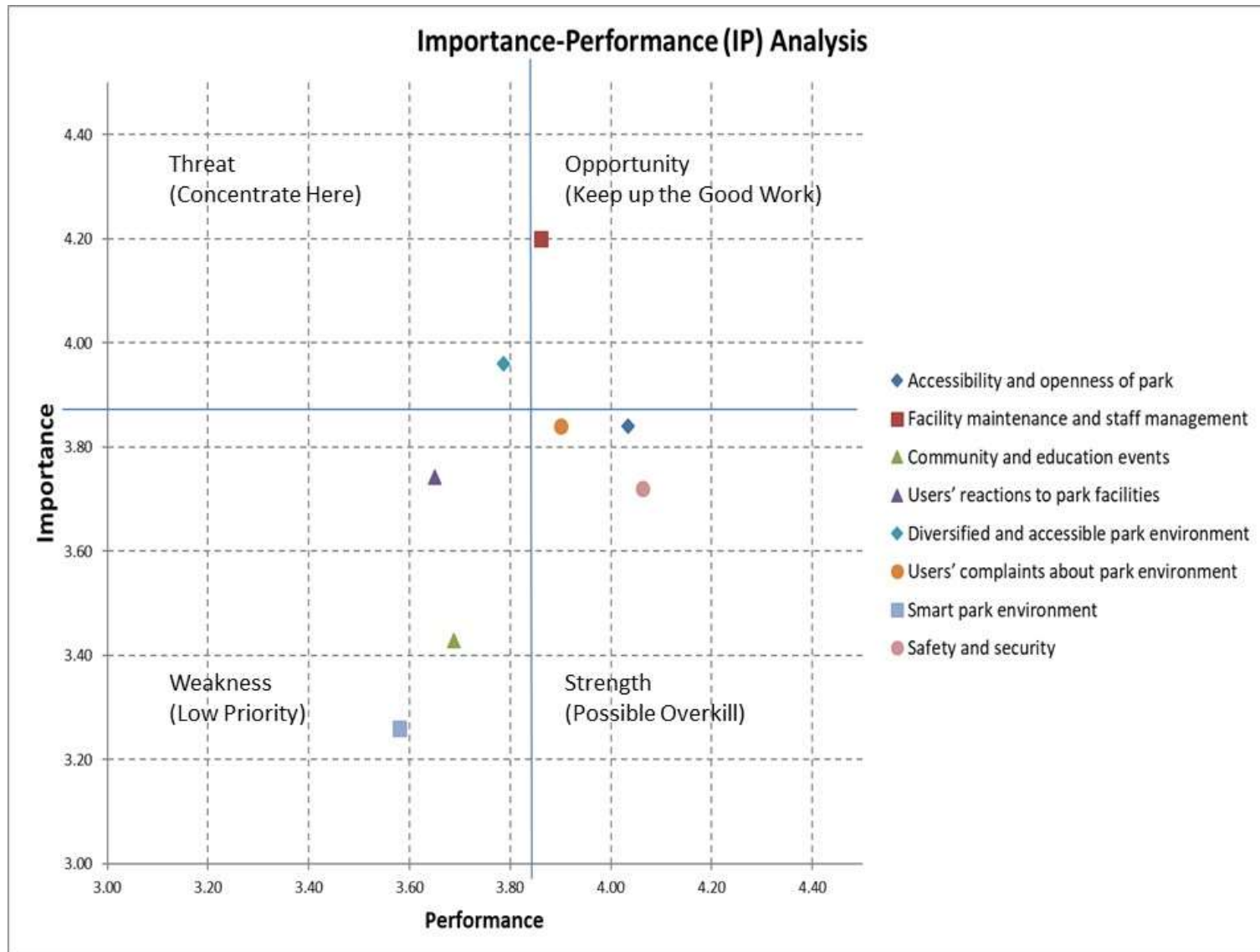




**Figure 6a:** I-P Analysis based on park managers' responses in 2004 study

*(Remarks: Axes scaled by binary minimum and maximum values)*

*(Source: Chan, 2006)*



**Figure 6b:** I-P Analysis based on park managers' responses in 2017 (this project)

Apart from the I-P Analyses presented above, Table 19 summarizes the responses to park management conditions from Stage 4 survey on park managers. A total of eight managers responded to the questionnaire in this stage (coded as M401-M408). Several aspects of the current urban park management are revealed in Table 19. First, regarding the percentage of time and budget that are spent on park management and maintenance, the responded park managers have generally spent 50-80% of time and 50-60% of budget for management work in their own understanding and interpretation. On the contrary, the respondents have spent 30-50% of both time and budget for daily maintenance. The total percentages of (management and maintenance) time and budget are not necessarily 100% (the italic items). These findings suggest that park managers have believed that they engage more in management than in maintenance although most of the major tasks for a Senior Leisure Manager and a Leisure Manager (park manager) are administration and operation dominance:

Senior Leisure Manager's daily routine:

1. Sign **documents** (including leave approval, quotation, staff working schedule and other letters)
2. Check with colleagues about working progress and **schedule**
3. Prepare returns and **reports** to supervisor
4. Conduct site **inspection** (i.e., parks under his jurisdiction)
5. (Ad-hoc) Answer telephone **enquiry**

Leisure Manager (Park manager)'s daily routine

1. Conduct site **inspection**
2. Answer **enquiries** on phone or walk-in users
3. Prepare **documents** to senior officers
4. Check and sign working **schedule** for frontline staff
5. Design park recreation **programmes**
6. Deal with **contractors** (security, landscaping, cleaning) to monitor their work
7. Other ad-hoc duties assigned by headquarters

Regarding the financial support from the government, this indicator is rated the most important indicator by park managers in Stage 2 (Table 10), while the responded managers in Stage 4 largely agree (4 out of 8 managers) that there are "sufficient budget for the upkeep of park quality" (Question 3). In the past three years, urban parks in Hong Kong had partly received more financial resources (3 out of 8 managers; Question 4a) although another 3

managers stated an unchanged financial condition (Question 4b). In the next three years, urban parks in Hong Kong are expected to receive an increasing public funding (5 out of 8 managers).

In connection, manpower provision in terms of staff number had a negative condition in the past three years as most of the managers expressed a “decrease” and “no change” over the period (7 out of 8 managers; Question 4c). Only one manager expects an increase in staff provision in the next three years, but 7 managers (Question 4d) believe it no change.

Regarding the long-term management and sustainability of urban parks, Question 3 verifies the knowledge of the responded park managers about the availability of a strategic plan for urban park management and development in LCSD. Two managers have an affirmative answer, one has a negative response but most of the other managers do not realize the existence of such strategic plan. Another two indicators measure the perceived overall quality of urban parks in the past three years (Question 4e) and the next three years (Question 4f). The results show that the respondents mostly have a very positive view on an improved park quality in Hong Kong, where 6 out of 8 managers agree upon an increase in quality in the past three years and 7 managers consider the quality enhancement will continue in the next three years.

Lastly, Question 5a understands if urban park management in Hong Kong and the managers’ respective parks have had the involvement of any local community, park user group or organization. Most (6 out of 8 managers) of the respondent do not experience such public or stakeholder involvement although the remaining 2 have an affirmative answer.

These results suggest some positive status (e.g., a perceived greater degree of management than maintenance, an increase in available budget, park quality improvement), problems of sustainable park management (e.g., lack of recognized strategic plan for parks, staff shortage, lack of public and stakeholder involvement) and uncertainty (e.g., disparity in the long-term supply of public funding) among some urban park managers in Hong Kong.

**Table 19:** Summary of responses to park management conditions from Stage 4 survey on park managers

Question or aspect	Code of Park managers							
	M401	M402	M403	M404	M405	M406	M407	M408
(1a) Management time	70%	50%	70%	20%	60%	80%	50%	60%
(1b) Maintenance time	30%	50%	30%	10%	30%	20%	50%	60%
(1a) Management budget	10%	50%	65%	10%	60%	60%	50%	60%
(1b) Maintenance budget	90%	50%	35%	30%	50%	40%	50%	60%
(2) Existence of strategic plan for urban parks in LCSD	Yes	Unknown	Yes	No	Unknown	Unknown	Unknown	Unknown
(3) Sufficient budget for the upkeep of park quality	Unknown	Unknown	Yes	Yes	Yes	No	Yes	No
(4a) Budget change in past 3 years	No change	Unknown	Unknown	No change	Increase	Increase	Increase	No change
(4b) Expected budget change in next 3 years	No change	Increase	Increase	No change	Increase	Increase	Unknown	Increase
(4c) Number of staff in past 3 years	No change	No change	Unknown	No change	Decrease	No change	No change	No change
(4d) Expected number of staff in next 3 years	No change	No change	No change	No change	Unknown	No change	No change	Increase
(4e) Overall quality of park in past 3 years	No change	Increase	Unknown	Increase	Increase	Increase	Increase	Increase
(4f) Expected overall quality of park in next 3 years	No change	Increase	Increase	Increase	Increase	Increase	Increase	Increase
(5a) Involvement of any local community, park user group or organization	Yes	No	No	Yes	No	No	No	No

*(Remarks: The total percentages of (management and maintenance) time and budget are not necessarily 100%)*

*Strength, Weakness, Opportunity and Threat (SWOT) Analysis of urban park conditions in Hong Kong*

Lastly, Questions 1 to 4 in Stage 1 interviews with urban park managers and academics asked about their comments on any strength, weakness, opportunity and threat of the urban parks in Hong Kong or the park under a manager's jurisdiction. The answers of these four questions are summarized and interpreted as a textual SWOT analysis as presented below. The codes in the brackets (e.g., S01 denotes a scholar and M101 denotes a park manager) represent a certain respondent but all of them have kept anonymity regardless of whether they agree to disclose their identities or not. Shared opinions are grouped in one bullet point whereas similar opinions are categorized into a specific aspect. Classification of SWOT is determined by the nature of the aspects.

**Strengths**

- **Physical environment and facilities of parks**
  - Non-exclusive public areas (S01) and lawn (S01, M105) for every user
  - Children-friendly environment (S01, M114, M116)
  - Diversified and well-equipped recreational facilities and services (S02, S07, S08, M101, M102, M103, M105, M106, M107, M110, M114, M115, M116, M117, M118, M119) that meet international standard (M105)
  - Landscaping and green spaces for the public (M110, M112, M115, M116)
- **Programs or activities in parks**
  - Environmental education for the public, e.g., school field trips and activities (S02, M116), guided tours (M103, M106, M107) and classes (M105)
  - Diversified programs and activities in parks, e.g., community garden, nurseries (M103, M105), art and culture (M106, M107)
- **Multiple benefits to park users and local communities**
  - Enhancement of users' relaxation (S01, S03, M105) and benefits to health (S01)
  - Mediator for urban heat island effect and micro-climate (S02)
  - Focus on different community uses (S03)
  - Multiple functions brought by high intensity of park usage (S05, S06, S09)
  - Functions for diversified groups of park users (S01), e.g., different age groups (M114, M117) or users in different periods of the day (M117)
- **Characteristics of parks and special features**
  - Parks with unique and special characteristics, e.g., built upon original topography (S01), romantic venues for couples (S01), small parks or sitting-out areas in the neighborhood (S03), rural or garden style in some parks (M101, M102)
  - Distinctive park theme, e.g., Qing dynastic style (M103), garden-style, cycling, boat and wood (M114)
  - Landscapes, gardens, green or natural elements (S05, M101, M102, M103, M114, M111); vegetation as a habitat of wildlife (S02, M114)
  - Convenient locations or high accessibility (S07, S08, M108, M109, M110, M113) supported by efficient public transport (M120)
  - Free admission (M108)

- **Park management**
  - Experienced and professional officials responsible for facility and tree management (M104, M117); shared daily maintenance work across different units and contractors (M115), e.g., safety assurance overseen by another team – Technical Unit (M104)
  - Headquarter coordinates the promotion of park themes to keep the consistency and characteristics of different parks (M104)

## Weaknesses

- **Outdated vision**
  - Strong controlling mentality by the authority that has a preconception of how park users should enjoy the park and how parks should be provided (S01)
  - Low tolerance to prohibited activities in a labelled space for designated use; lack of knowledge or ambition for improvement; lack of behavioural study to understand park users (S06, S08)
  - Outdated rules decades ago without forward-looking vision of the changing city (S08, M119)
- **Over-regulated**
  - Too many rules and regulations (S01, S02, S04, S06, S08, S09, M110, M111, M112, M115, M116), e.g., pets (S01, S04, S07), limited activities on lawn (S06, S07, M110), and physical barriers, e.g., unnecessary fences (S06)
  - Limit to users' activities due to administrative purpose, ease of maintenance (S02, S06) or safety concern (M108, M112); no flexibility (S06, M110)
- **Failure to satisfy changing demand and society**
  - Standardized or homogeneous design of park facilities without making references with Census data, population structure and district's characteristics (S02)
  - Facilities and equipment fail to cater different groups of park users (S02, S03, M105, M119); lack of diversity (S08, S09)
  - Lack of thematic promotion to park users or local residents across districts (M118)
  - Park design is principally for ornamental purposes and lack of innovation (S06); lack of diversity in playground equipment and adventurous elements (M118)
- **Problematic park planning**
  - Lack of "informal" public space in parks that encourages socializing activities (S04); disconnection between urban parks, and between parks and their neighborhood street networks (S04); lack of proper signage to direct people to the park (M101, M102)
  - Small park size due to high density development (S05, M106, M107, M111)
  - Not landscape-oriented nor innovative (S06); too facility-oriented (S07)
  - Unclear themes of parks (S02, M118)
  - Limited species of trees and shrubs (M111), which are dispersedly located (M117)
  - Parks separated by external facilities, e.g., cycling tracks (M114)
- **Land use and user conflicts**
  - Conflicts among different land uses, i.e., trade-off between larger park area and commercial complexes (S02)
  - Conflicts between different types of park users (M112, M115), park users and local residents about issues of noise and nuisance (M120)
  - High density surrounding environment (M113)
- **Management and maintenance issues**
  - Ineffective management causing safety and security problems (S01), poor hygienic

- conditions (S07) and deteriorating facilities (M103, M119)
- Difficulty in lawn and path maintenance due to heavy use (S01, M101, M102, M103, M105)
- Low service quality due to unreliable and changing outsourced service contractors (M103)

- **Staff matters**

- High training cost and loss of experienced staff in park management due to posting and turnover (M103, M104, M109)
- Conflicts between LCSD and outsourced service contractors (M103); outcome-based maintenance by contractors in terms of landscaping, security and cleaning that causes labour shortage (M110)
- Insufficient and inexperienced frontline staff (M103, M117, M118)
- Diversified areas of services causing inability of staff to maintain high standard of service (M117)

## **Opportunities**

- **New and multiple functions of parks**

- Urban environmental education (S02)
- Experts for vegetation choices and develop ecological corridors (S02)
- More functions of parks, e.g., landscaping, urban farm, community events, voluntary work for the elderly, film shooting, etc. (S03, M106, M107, M119)
- More community events in parks, e.g., festivals, local markets and concerts, etc. (S04, S05, M110, M117, M119)
- Create attractiveness to park users (M109)

- **Improvement in vision, park planning and management**

- Reference to foreign examples of green roof and podium garden research (S02)
- Emphasize on “livable city” and “linking landscape and community” in the vision (S03)
- Improved connections between urban parks, green spaces or other public open spaces, e.g., promenade (S03)
- Community-based or bottom-up park planning and design such as the examples of North Point ferry pier (S06)
- Relief of the restrictions on activities for more possibilities of park users and greater flexibility for park staff (M105, M108)
- More interesting, colourful and innovative design and facilities (M108, M110)
- More attention to leisure and cultural services by the government (M112)

- **More diversified groups of park users**

- More guided tours to schools and hobby groups (M101, M102)
- More activities by photography enthusiasts attracted by the promotion of seasonal flowers and vegetation (M101, M102, M118)
- More Mainland Chinese and other inbound visitors (M114)
- Sudden rise in number of park users after media report on the park environment or special events (M115, M118)

## **Threats**

- **Narrower park management vision and actions**

- Consideration of effectiveness, performance and administrative ease rather than ecological compatibility when planting trees (S02)
- Narrower vision on park management to a facility-provider or recreation event-designer



- (S03, S06)
- Prohibition of users' activities to reduce number of complaints (M105)
- **Park users' impacts and higher expectation**
  - More serious conflicts of interests among diverse ethnic groups (S02) that cannot be resolved (M105, M112)
  - Overuse and overcrowding of urban parks (S02, S06, M101, M102, M103, M104, M105, M117, M118, M119), sometimes even by inbound visitors and citizens from other districts (M103, M106, M107), schools (M105, M114)
  - Unexpected increase in number of inbound visitors (M106, M107)
  - Increasing complaints about small park size (S07) and prohibition of certain activities (M105)
  - More public enquiries and complaints due to better knowledge, greater awareness of and larger media coverage (M104, M119)
- **Urban land use pressure**
  - Development and land use pressure, e.g., road widening, MTR construction, etc. (S01, S06, S07, S08, S09, M116)
  - Growing tree roots occupying more underground spaces, which cause cracks of pavement or breakage of underground structure (M114); tree cover constrains the availability of open spaces (M113)
- **Privatization of parks and public spaces**
  - Privatization of public spaces (S01, S07)
  - Imbalance between private development and social interests (S04)
- **Lack of sustainability consideration**
  - Lack of strategy and urban planning to preserve sufficient spaces for urban parks (S02, S09); many new small parks are fragmented (S03)
  - Frequency and efficiency of maintenance is not sufficiently high to keep the quality of park equipment and facilities (S05, M114), especially deterioration of large number of facilities built in late 1980s and early 1990s under current resource and manpower constraints (M109, M115, M120)
  - Lack of long-term manpower planning and over-reliance on contractors (M110), such as tree and landscape management professionals (M112)

## Conclusion

This project is well completed with three parts of results that achieved the four research objectives. First, this project characterized and developed a set of indicators for urban park management in Hong Kong based on two-staged process of screening and ratings by urban park managers, academics and park users accordingly. The resultant 24 core indicators of three categories (MII, REI and SI) in Table 9 are the main research outcome. The DSR framework recommends further categorization and organization of the indicators, and provides a method of sustainable park management for the park authority, i.e., the LCSD.

Secondly, this project examined the park managers' and park users' perceptions of urban park management in Hong Kong based on the levels of importance and performance of the indicators. The similarities and discrepancies of the importance and performance ratings between the two respondent groups are apparent by parallel observation and comparison. In terms of the three categories of indicators, park managers and park users consider the importance and performance of various aspects of urban parks very differently (Table 12). The project compared the views between the park managers and park users on the urban park indicators in Hong Kong. Based on park users' importance rating, the analysis generated eight components of urban park management in Hong Kong that are comparatively more sophisticated than some previous proposed structures in the United States (Table 13). In Hong Kong, two newly discovered components (diversified and accessible park environment, and smart recreation environment) form another two dimensions of urban park management that are associated with other six dimensions as perceived by the sample of park users.

Separate longitudinal analyses also reveal the changing perceptions of park managers (through a matrix of importance and performance of indicators in 2004, 2012 and 2017 in Table 17) and park users (through statistical (i.e., 2-sample t test, KS test and Wilcoxon rank) comparison of ratings on importance and performance levels of indicator items between 2004 and 2017 in Table 14). Overall, park managers have experienced a higher self-expectation of satisfying user demand over the years and a much improved performance in facility maintenance, resource provision and park environment; but still find it difficult to achieve a higher user satisfaction. Park users are still requesting further improvement in various aspects of park conditions but generally agree with an improvement of urban parks in Hong Kong.

Thirdly, this project utilized IPA of the indicators and their associated components to understand the condition of urban parks in Hong Kong from the park managers' and park users' perspectives. Separately for park managers and park users (especially the former group), their perceived urban park conditions have been improved over the years. Some components have moved from a less desirable zone (e.g., in the grid of weaknesses or threats) to a more positive status such as strengths or opportunities. For manager-user comparison, "accessibility and openness of park" and "safety and security" are the two strongest components commonly rated as strengths by both groups although "diversified and accessible park environment" is the component requiring immediate improvement as viewed by both managers and users. Some marginal or contrasting aspects are observed such as "facility maintenance and staff management" and "users' complaints about park environment".

#### *Significance of Project Outcome*

This research provides an empirical reference that develops a set of indicators to improve urban park management in Hong Kong. Through the combination of inputs from park management, scholarly and user perspectives, the indicators become a feasible tool grounded on the site-based conditions, local knowledge of parks and landscape-related subjects and the expectation of park users. The composition of the core indicators is based on the empirical findings from user ratings.

This study contributes significantly to the contemporary knowledge basis of park management, especially in a non-Western type of parkland but an urban park system very much demanded by citizens in a compact metropolis. The preliminary indicator set from a collection of mainly park researchers and cases from developed territories offers a consolidation of tools for the implementation in park- or city-specific contexts. This study fills a research gap in such urban setting where demand on parks, recreational conflicts and resource depletion all impose a greater challenge to park authorities than many other cities.

As operation dominance is a large problem that hinders a healthy and sustainable long-term planning and management of urban parks (Randrup & Persson, 2009), this study understands the key components of urban park management from the perspective of park users. Comparison between studies observes a gradual paradigm shift and territorial

difference in park management focuses perceived by users. What should be further explored are the underlying reasons of such change in expectation and perception. In addition, the performance of indicators was not presented in this paper, but they can further represent the perceptions of different actors and reflect the conditions of urban parks in Hong Kong.

#### *Suggested areas for further study*

Several areas are suggested for extending the scope and depth of the project. First, further in-depth investigation is necessary to understand the expectation and changing perceptions of urban park users qualitatively. Instead of sampling park users using questionnaire-based survey extensively, some frequent users may be interviewed and observed by researchers. More rationale behind their selection and concerns about park indicators or relevant management aspects may be discovered through collating their stories and analyzing their narratives.

Second, this project only solicits the views and ratings of urban park managers collectively in addition to individual interviews but the responses are voluntary-based. The organizational structure and networks between different ranks of urban park managers and officers are not thoroughly studied. It is constructive and important to examine such networks in individual parks or the whole urban park system as reported in Paul, Jordán & Nagendra (2017). More expected findings of interactions between park officials and staff, as well as stakeholders will be revealed to inform the decision making and governance of public parks.

Third, geographical location differences may be identified and studied further to understand how appropriate the core indicators can be adopted and site-specific indicators can be selected for particular district or area in Hong Kong. The current data in Stage 2 only contains six selected major parks in Hong Kong although they are largely representative parks of different attributes such as history, locations and sizes.

#### *Limitations of the project*

A major limitation of this paper lies in the primary consideration of park users in indicator rating and extraction. The generation of core indicators tends to hold an emphasis on user perspective though the process has also sufficiently engaged the indicator selection and screening by park managers and academics. The researchers' interpretations and

understanding of the indicators and the itemized questionnaire for park user survey may impose certain subjectivity to the result even such simplicity of questions is necessary to allow respondents of varied background to understand the items. Another shortcoming refers to the difficulty of providing a comprehensive set of preliminary indicators before screening. It is extremely difficult if not impossible to collect all cases of park globally. The literature review, nevertheless, has covered a wide range of studies on urban park management.

The small number of park managers participating in this study imposed an analytical constraint, although almost all major urban parks in Hong Kong were represented. It is difficult to include directorate representatives to provide their personal views so that the perspective of park management leadership is challenging to understand. However, further research should be promoted to compare the importance and performance perceptions between park management staff and park users, as such an investigation may reveal possible management-user gaps and inform decision-makers about opportunities for community participation in urban park operations and areas for improvement.

## **Policy Implications and Recommendations**

### *Policy relevance*

The proposed project generated an indicator set that can become a monitoring tool of urban park operation when the authority selects useful indicators in some pilot sites. The project is therefore of high policy relevance and constructive to urban park management in Hong Kong.

In many other countries, especially in developed ones, such indicators have proven to be a useful monitoring and assessment instrument in park management. Large-scale assessments of public parks in these advanced countries have confirmed the importance of the continuous monitoring of park aspects as standards for and benchmarks of park sustainability. Indicators may continue to be useful yardsticks for identifying changes in the perceptions of management, but unfortunately these indicators have not yet been widely and systematically adopted in Hong Kong's urban parks. Instead, park management in Hong Kong is largely administration-based. It often faces the disadvantages of resource constraints, increasing user expectation, shortage of expertise, and the lack of longitudinal information about different park aspects.

Over the years, Hong Kong urban park management has concentrated on internal managerial routine and facility-related tasks. Managers continued to bestow effort on the provision and maintenance of park facilities. They were concerned not merely with complaints from park users but also with a wider perspective of visitor management, such as satisfaction levels and user preferences. The comparative study on park managers between 2004 and 2012 (Chan et al., 2014) revealed the managers' efforts and self-expectations on park improvement. They were, however, restrained by administrative work and jurisdiction. There appeared to be no significant innovations in assisting the progress in park management practices. Consequently, managers were less able to proactively engage either in park planning or in interactions with park users. In parallel, apart from piecemeal academic studies on park visitors, there was a huge information gap relating to user perception of the park condition.

In the light of these problems, this project built upon previous research by a more thorough inspection of park management condition. The outcome was a framed set of indicators that may well be applied, measured and compared in the major local parks. Some indicators may also be applied in smaller urban green spaces managed by various government departments or units (e.g., LCSD, Home Affairs Department, Housing Authority, etc.). These indicators can be structured in line with a sustainability (e.g., the Driving Force-State-Response (DSR)) framework for practical application by the management authorities.

### *Policy recommendations*

Two steps are recommended to facilitate the applicability of the research outcomes. Firstly, the function of the indicators can be enhanced by a well-established organization of parameters based on, for example, functional attributes of parks (van Herzele & Wiedemann, 2003; Campbell, Svendsen, Sonti & Johnson, 2016), a sustainability framework linking the ecosystem process in parks (Chan & Marafa, 2008), and triple-bottom line of sustainability (Torres-Delgado & Palomeque, 2005; Zavrl & Zeren, 2010).

The DSR organization introduced earlier is one of the ideas that fit in the above sustainability issue. The framework in Figure 7 is an example of how the 24 core indicators from the study are inter-connected and linked to the sustainable management of the park. Each aspect, i.e., driving force, state and response, represent a track of how the park conditions may change, whereas the MII, REI and SI categories classify the indicators into corresponding areas.

As seen in Figure 7, driving force indicators show the impacts on the condition of urban parks which may have both positive and negative effects. These indicators may have their own starting conditions or are indeed affected by the feedback of the responses (response aspect and its indicators) derived by management actions. State of the parks is reflected in the form of available resources, environmental quality and social situation. These can be measured by some indicators that reveal the effect of driving-force items. Any change in these items may also lead to the change in the state aspect, providing an accurate inspection of the linkage between indicators. There is often no item from the MII category as management action or practice is usually the result of changing state rather than the state itself. Finally, response indicators are mainly related to the actions or perception of individual

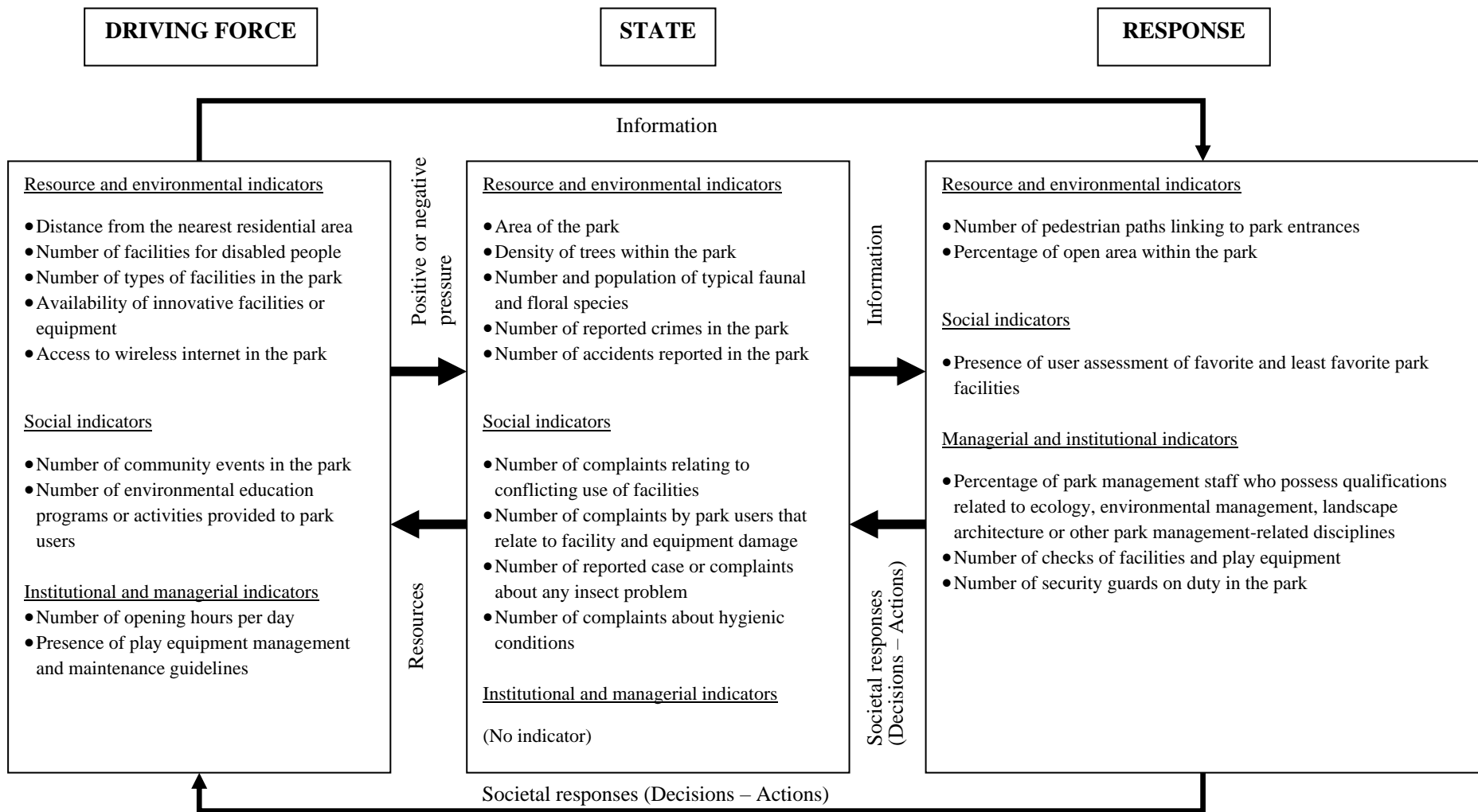
or collective groups of park users, and the decisions of park management authority. These indicators can comprise of regulatory measures, environmental or research expenditure, public opinions and preference, change in management strategies and provision of environmental information.

Although DSR framework was adopted and well-recognized in the context of sustainable development of a global scale, it can also be applicable in an urban park system that requires improvements and sustainability. Park managers can monitor the state indicators and chase the problems, or improve the performance of indicators. For instance, as a safety indicator, the number of accidents is increased substantially. Park manager can examine the causes by referring to the related indicators such as the complaints of park visitors on conflicting use of facilities, the number of patrolling trips of the policemen passing through the park, or number of community events in the recent period. Park managers can therefore become easier to supervise the park condition in both medium and long term. Such sustainability framework can contribute to the urban park management. Nevertheless, the success of sustainable management depends on the effectiveness of implementation and continuous monitoring.

Classification of indicators into the above three categories may sometimes be vague since response indicators can reveal the feedback or actions caused by changes in the state indicators, but may simultaneously become a driving force that modifies the state of the parks in return. It is therefore important for park managers to understand the nature and use of indicators so as to accurately examine any change in parks.

Secondly, decision makers who adopt the indicator set have to consider the applicability of core and site-specific indicators. Since each urban park may possess specific inventory, characteristics and themes, the development of specific indicators for each park is a potential area that needs further study. The practical specifications of indicator selection at each site also require a thorough process of decision (Torres-Delgado & Palomeque, 2005). In such process, an active involvement of different actors is strongly encouraged as what has been recently observed in Hong Kong, a pioneer initiative of community and citizen participation in park management (Make A Difference Institute, 2017).





**Figure 5:** DSR Framework and indicators for sustainable urban park management

(Source: Modified from Chan & Marafa, 2008)

Based on the research findings, and the comments or opinions provided by expert interviewees (academics, Question 5 in Stage 1; and park managers, Question 7 in Stage 1 and Question 10 in Stage 4), the following recommendations are also put forward:

1. Two foremost important and urgent improvements that drive the sustainability of urban park management in Hong Kong are about human resources and physical facilities: (i) to provide sufficient consistent and experienced manpower for urban park management (M107, M109, M114, M115, M401, M402, M404); (ii) to provide quality park environments and facilities (M109, M112, M113, M120, M403, M406, M407, M408).
2. Thematization of urban parks allows more distinctive characteristics and features of each park (M101, M102).
3. Promotion of environmental education and greening concept to the public can be facilitated by urban parks (M103), and apply sustainability practices such as recycle and natural processes replacing artificial settings in the parks (M119, S06).
4. Financial resources that support the expansion, renovation or other relevant construction work in urban parks may be diversified to other sources, e.g., part of the facilities or equipment may be provided by District Councils with agreed sustainable maintenance, especially for those parks that are lacking resources (M108).
5. Top management of the LCSD (relevant directorate and senior officers in leisure branch) and lower-level frontline park managers should have more relevant qualifications and direct experience in understanding park conditions (M109, M112). More training on specific areas such as tree and landscape management, ecology, sports, leisure and recreation management, etc. are more important than training on customer services and administration (M112, M115).
6. Planning, design and management of urban parks should consider long-term population strategy and the diversified needs of park users, especially those new residents nearby (M110), and should respond to the modern and dynamic society (S07) to avoid and minimize mismatch of expectations, needs and activities (S02, S03).
7. More public involvement should be allowed in park management (S01); in connection, the park authority may identify all local stakeholders (e.g., NGOs, District Offices, community groups, private green or open space owners, etc.) and engage some of them in designing new facilities and areas, and providing activities and programs to park users (S04).

8. Urban parks and green spaces are resources that may improve and enhance the image of the city (Hong Kong) to its local residents and visitors (S03).
9. More diversified functions must be provided and promoted by urban parks in Hong Kong, e.g., social spaces in a compact city, urban farms for the elderly and other types of users groups and the community, green infrastructure and corridors, and more long lasting community programs, etc., which all link to the achievement of a liveable and a sustainable city (S03, S04, S08); in connection, urban park authority should define sustainability of or sustainable urban park management for Hong Kong (S08).
10. In an acceptable safety condition, the authority should consider relieving some of the restrictions in parks to allow more activities and usage (S04).
11. At the moment, the researchers observed that urban park managers have mainly focused on controllable tasks or areas under their jurisdiction. Improvements and enhancement of park environment, quality and services are measured and considered in these aspects as reflected in some of the results from indicator ratings and comments from interviews. It is strongly suggested to have greater empowerment to park managers in attempt to provide more distinctive park strategy and actions (e.g., user activities, community participation and management style) given the law and regulations are allowed.
12. More park users' engagement and stakeholders' involvement (e.g., events co-organized by District Offices or local NGOs, and the formation of formal/informal advisory committees with academics, professional experts, representatives from the nearby residents and volunteers, etc. to share information and expectations of park users) should be promoted.

## Academic Knowledge Exchange, Public Dissemination and other Research Outcomes

	Date	Event	Outcome
1.	5-9 April 2017	The Association of American Geographers at the AAG Annual Meeting, Boston, The United States	Presentation; topic: Sustaining urban park management in Hong Kong: Indicators revealing the changing managerial perspectives between 2004 and 2016
2.	24-26 May 2017	The International Conference on Sustainable Tourism and Development, CUHK, Hong Kong, China	Presentation; topic: Potential of Developing Flagship Urban Parks in Hong Kong as Tourist Attractions: A conceptual exploration
3.	14 June 2017	Governance and Management Theme Group meeting of the Swedish University of Agricultural Sciences, Alnarp, Sweden	Presentation at the Governance and Management Theme Group meeting of the Swedish University of Agricultural Sciences; leader of the theme group, Prof. Thomas Randrup, agreed to further develop some research collaborations based on the methodology and findings of this PPR project.
4.	17-21 July 2017	International Greenery, Recreation, Infrastructure, Parks Conference 2017 and World Urban Parks Asia-Pacific Region Congress, Singapore	Presentation; topic: Indicators for sustainable urban park management: A public policy research from Hong Kong
5.	28 September 2017	Seminar series, Department of Geography and Resource Management (GRMD), CUHK, Hong Kong, China *	Public seminar with a total of 30 attendants, including academics, postgraduate and undergraduate students, representatives from NGOs and members of the public; publicity through poster of the seminar by email and display; public increase in understanding of the PPR project
6.	October 2017	Policy paper shared with the Leisure and Cultural Services Department (LCSD)	A policy paper summarizing the main findings and policy recommendations was delivered to LCSD, which is the department of primary concerned of this project in the HKSAR Government. The paper was delivered to the relevant LCSD officials by Ms. Evelyn Lam, the contact officer of this project.

7.	October 2017	Sharing on the main findings with the academic interviewees	The SWOT Analysis based on in-depth interviews from park managers and academics of the PPR project was delivered to the academics who participated in the in-depth interviews of this project.
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\* Photos of the public seminar on 28 September 2017



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# Appendices

## Appendix 1a: Questionnaires for urban park managers (English)

Questionnaire for urban park managers (Stage 1 in English only)



THE CHINESE UNIVERSITY OF HONG KONG

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Department of Geography and Resource Management

地理與資源管理學系

### INFORMATION SHEET

#### **Achieving sustainable urban park management in Hong Kong through the development of indicators** (A Central Policy Unit's Public Policy Research Fund project)

You are invited to participate in the subject study conducted by a research team from the Department of Geography and Resource Management, the Chinese University of Hong Kong (CUHK). This project has been approved by the Survey and Behavioural Research Ethics Committee (SBREC) of the CUHK.

The purpose of this study is to investigate the perception of different park stakeholders to identify the areas of changes in future park management. The study involves separate interviews with academics and experts, park managers and park visitors. We are inviting you to participate in a **two-round survey** as shown below:

1st round: 30-minute face-to-face interview

2nd round: 15-minute self-administered questionnaire

**All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.**

If you would like to get more information about this study, please contact me (email: [ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) or my research assistant Mr. Si Fung Hoi (email: [sifunghoi@cuhk.edu.hk](mailto:sifunghoi@cuhk.edu.hk)). Should you have any complaint about the conduct of this research study, please contact the Secretary of the SBREC of the CUHK in writing stating clearly the responsible person and department of this study.

By reading this information sheet and completing the questionnaire, you give consent to participate in this study. Information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential. Thank you for your cooperation and interest in this study.

**You are also welcome to suggest any person who is deemed suitable to participate in this study.**

Dr. Chung Shing (Johnson) CHAN

Principal Investigator

3 October 2016



## 資料頁

### 制定指標，向可持續的香港城市公園管理進發 (中央政策組 公共政策研究資助計劃下之項目)

您好，我們現邀請閣下參加上述研究。本研究由香港中文大學（中大）地理與資源管理學系的一個研究小組負責。本項目已通過中大的調查和行為研究道德委員會（SBREC）的審批。

本研究的目的是調查各類持份者對香港城市公園的觀感，從而找出在未來管理可作出改善的地方。本研究的調查受訪者包括學者、專家、公園管理者和公園使用者。我們邀請閣下參與本研究的兩輪調查，詳情如下：

首輪：約三十分鐘的面談

次輪：自行填寫問卷（需時約十五分鐘）

所有與閣下有相關的資料將嚴格保密，並通過只有研究人員才能識別的代碼顯示。參與本研究是自願性的。閣下有權在研究前或數據收集過程中退出。

若閣下想獲得更多有關本研究的資訊，請通過電子郵件聯繫本人([ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) 或助理研究員施丰凱先生 ([sifunghoi@cuhk.edu.hk](mailto:sifunghoi@cuhk.edu.hk))。若閣下要對本研究進行任何投訴，請以書面形式向上述委員會的秘書提出，並註明本研究的負責人及部門。

閱讀此資料頁和填寫問卷即代表閣下同意參與這項研究。問卷調查所得之資料，只會作學術研究之用途，所有內容絕對保密。謝謝閣下對本研究的合作和興趣。

我們亦歡迎閣下作出建議，介紹任何閣下認為適合參與本研究的人選。

陳宗誠博士  
首席研究員

二零一六年十月三日



Disclosure of personal information

Achieving sustainable urban park management in Hong Kong  
through the development of indicators  
(A Central Policy Unit's Public Policy Research Fund project)

18 October 2016

Please choose among one of the following options, which state your willingness to disclose your personal information. (Tick the appropriate box)

- I do not want to disclose my personal information.

By selecting this option, personal information obtained in the interview and from the questionnaire will absolutely be kept confidential and only be used for academic purposes. Your identity will NOT be disclosed and only a code will be used in separating the responses from other interviewees.

- I consent to disclose my personal information.

By selecting this option, our research team may disclose your personal information together with your opinions during our analysis and publications. We would further consult you before publishing the research results that involve your information. Your personal information will only be used for academic purposes.

Thank you for your participation and interest to this study.

Name of interviewee:

\_\_\_\_\_

Signature of interviewee:

\_\_\_\_\_

Date: \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator

## ACHIEVING SUSTAINABLE URBAN PARK MANAGEMENT IN HONG KONG THROUGH THE DEVELOPMENT OF INDICATORS

Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

(A) In your opinion, should the following indicators being considered in urban park management in Hong Kong? (Please tick the appropriate box)

		Yes	No	No Comment
	<b>Managerial and institutional indicators</b>			
(1)	Presence of a written and publicly available legislative mandate or mission statement that clearly states the purposes of providing, protecting and developing the parks			
(2)	Presence of a written and publicly available definition of core services or themes of the parks			
(3)	Presence of play equipment management and maintenance guidelines			
(4)	Number of checks of facilities and play equipment			
(5)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines			
(6)	Levels of satisfaction of staff with staff relationships and participation			
(7)	Presence of assessment of service quality of contractor			
(8)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process			
(9)	Presence of an official citizen advisory board or similar community involvement mechanism that meets regularly			
(10)	Presence of regular park user surveys and analyses			
(11)	Amount of expenditure on park maintenance and management per park user			
(12)	Amount of financial funds from the government			
(13)	Number of security guards on duty in the park			
(14)	Presence of policies that identify or support the promotion of the educational functions of the parks			
(15)	Number of opening hours per day			
(16)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks			
(17)	Number of patrolling trips of policemen passing through the park			

		Yes	No	No Comment
	<b>Resource and environmental indicators</b>			
(18)	Change in area of the park			
(19)	Number of reported cases of facility and equipment damage, breakage and missing parts			
(20)	Number of park facilities and equipment under deterioration			
(21)	Number and population of typical faunal and floral species			
(22)	Days of water quality of ponds and fountains exceeding standard			
(23)	Days of air quality exceeding standard			
(24)	Number of facilities for disabled people			
(25)	Number of types of facilities in the park			
(26)	Proportion of soft landscape or green areas to hardware or built facilities			
(27)	Distance from the nearest residential area			
(28)	Number of parks within walkable distance (i.e. 0.5 km)			
(29)	Area of the park			
(30)	Days of noise level exceeding standard			
(31)	Average population density of neighbourhood residential area (i.e. within 1 km threshold)			
(32)	Area of parks per resident in the district			
(33)	Ratio between active and passive open space			
(34)	Number of pedestrian paths linking to park entrances			
(35)	Density of trees within the park			
(36)	Access to wireless internet in the park (e.g. coverage of Wifi)			
(37)	Number of toilets within the park			
(38)	Number of lights for outdoor illumination in the park			
(39)	Number of methods of public transport that are directly linked to the park			
(40)	Number of new and existing trails or routes built inside the park			
(41)	Number of accidents reported in the park			
(42)	Number of reported crimes in the park			
(43)	Percentage of open area within the park			

		Yes	No	No Comment
	<b>Social indicators</b>			
(44)	Number of website hits or enquiries for park information			
(45)	Number of complaints by park users that relate to facility and equipment damage			
(46)	Number of complaints relating to conflicting use of facilities			
(47)	Number of complaints by park users from minority or disabled groups about issues of equality or social exclusion			
(48)	Presence of user assessment of favorite and least favorite park facilities			
(49)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park			
(50)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)			
(51)	Percentage of park users who increase park visits because of the neighbourhood environment			
(52)	Number of park users			
(53)	Number of positive written comments by park users			
(54)	Percentage of park users who perceive high safety level			
(55)	Number of community events in the park			
(56)	Number of environmental education programs or activities provided to users			
(57)	Number of school programs or public educational activities			
(58)	Number of complaints relating to littering problems			
(59)	Level of acceptance of littering condition in the park			
(60)	Percentage of park users feeling a high level of relaxation in the park			
(61)	Percentage of park users who reported health improvement after park visits			
(62)	Level of satisfaction with the outdoor illumination in the park			
(63)	Percentage of park users who perceive high accessibility to the park			
(64)	Distance to the nearest points of access to public transport			
(65)	Park users' level of satisfaction with environmental quality			
(66)	Number of complaints about hygienic conditions			

**(B) Apart from the above indicators, is / are there any additional indicator(s) that you think should be considered in managing your park / the urban parks in Hong Kong? (Please tick the appropriate box)**

Yes  No

**If your answer is 'Yes', what is / are these indicator(s)?**

**ADDITIONAL INDICATOR**

(+1)

(+2)

(+3)

(+4)

(+5)

*(Please use a separate sheet if necessary)*

**(C) Do you have any other comment on the application of indicators in urban park management in Hong Kong? Please write down your comments/opinions in the space below.**

*(Please use a separate sheet if necessary)*

**(D) Personal information**

**Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential. Your identity will NOT be disclosed and only a code will be used in separating the responses from park managers.**

<b>Name</b>	
<b>Position</b>	
<b>Year(s) of park management experience in Hong Kong</b>	
<b>Year(s) of managing of the current park</b>	
<b>The name(s) of park(s) that you are now managing</b>	

**Thank you for your kind cooperation.**

**-END-**





## **INFORMATION SHEET**

### **Research study on Hong Kong urban park management: Achieving sustainable urban park management in Hong Kong through the development of indicators**

You are invited to participate in the subject study conducted by a research team from the Department of Geography and Resource Management, the Chinese University of Hong Kong (CUHK). This project has been approved by the Survey and Behavioural Research Ethics Committee (SBREC) of the CUHK.

The purpose of this study is to investigate the ratings of urban park management indicators from different park stakeholders in Hong Kong, so as to identify the areas of changes in future park management. You are cordially invited to participate in our **survey**:

Park managerial personnel: ten-minute self-administered questionnaire

*All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.*

If you would like to get more information about this study, please contact me (email: [ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) or my research assistant Mr. Si Fung Hoi (email: [sifunghoi@link.cuhk.edu.hk](mailto:sifunghoi@link.cuhk.edu.hk)). Should you have any complaint about the conduct of this research study, please contact the Secretary of the SBREC of the CUHK in writing stating clearly the responsible person and department of this study.

By reading this information sheet and completing the questionnaire, you give consent to participate in this study. Information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

Thank you for your cooperation and interest in this study.

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator

10 February 2017



## 資料頁

### 香港市區公園管理之研究： 制定指標，向可持續的香港城市公園管理進發

你好，我們現邀請你參加上述研究，本研究由香港中文大學（中大）地理與資源管理學系的一個研究小組負責。本項目已通過中大的調查和行為研究道德委員會（SBREC）的審批。

本研究的目的是調查各類持份者對香港城市公園管理指標的評分，從而找出在未來管理可作出改善的地方。我們邀請閣下參與本研究的問卷調查，詳情如下：

公園管理人員：自行填寫問卷（需時約十分鐘）

*所有與你有關的資料將嚴格保密，並通過只有研究人員才能識別的代碼顯示。參與本研究是自願性的。你有權在研究前或數據收集過程中退出。*

若你想獲得更多有關本研究的資訊，請通過電子郵件聯繫本人([ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) 或助理研究員施丰凱先生 ([sifunghoi@link.cuhk.edu.hk](mailto:sifunghoi@link.cuhk.edu.hk))。若你要對本研究進行任何投訴，請以書面形式向上述委員會的秘書提出，並註明本研究的負責人及部門。

閱讀此資料頁和填寫問卷即代表你同意參與這項研究。問卷調查所得之資料，只會作學術研究之用途，所有內容絕對保密。謝謝你對本研究的合作和興趣。

陳宗誠博士  
首席研究員

二零一七年二月十日

# ACHIEVING SUSTAINABLE URBAN PARK MANAGEMENT IN HONG KONG THROUGH THE DEVELOPMENT OF INDICATORS



Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

**(A) In your opinion, how IMPORTANT are the following indicators in urban park management in Hong Kong?**  
(Please circle or coloured-highlight the appropriate item) (1 = Very Unimportant; 5 = Very Important; N = Not Applicable)

**(B) In your opinion, how will you rate the PERFORMANCE of the following indicators in urban park management in Hong Kong?**  
(Please circle or coloured-highlight the appropriate item) (1 = Poorly performed; 5 = Well-performed; N = Not Applicable)

Managerial and institutional indicators													
		A. Importance					N	B. Performance					N
		Unimportant	.....	Important				Poor	.....	Well			
(1)	Presence of a written and publicly available definition of core services or themes of the parks	1	2	3	4	5	N	1	2	3	4	5	N
(2)	Presence of play equipment management and maintenance guidelines	1	2	3	4	5	N	1	2	3	4	5	N
(3)	Number of checks of facilities and play equipment	1	2	3	4	5	N	1	2	3	4	5	N
(4)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	1	2	3	4	5	N	1	2	3	4	5	N
(5)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	1	2	3	4	5	N	1	2	3	4	5	N
(6)	Amount of financial funds from the government	1	2	3	4	5	N	1	2	3	4	5	N
(7)	Number of security guards on duty in the park	1	2	3	4	5	N	1	2	3	4	5	N
(8)	Presence of policies that identify or support the promotion of the educational functions of the parks	1	2	3	4	5	N	1	2	3	4	5	N
(9)	Number of opening hours per day	1	2	3	4	5	N	1	2	3	4	5	N
(10)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks	1	2	3	4	5	N	1	2	3	4	5	N

Resource and environmental indicators													
		A. Importance					B. Performance						
		Unimportant.....Important					Poor.....Well						
(11)	Number of reported cases of facility and equipment damage, breakage and missing parts	1	2	3	4	5	N	1	2	3	4	5	N
(12)	Number and population of typical faunal and floral species	1	2	3	4	5	N	1	2	3	4	5	N
(13)	Number of facilities for disabled people	1	2	3	4	5	N	1	2	3	4	5	N
(14)	Number of types of facilities in the park	1	2	3	4	5	N	1	2	3	4	5	N
(15)	Proportion of soft landscape or green areas to hardware or built facilities	1	2	3	4	5	N	1	2	3	4	5	N
(16)	Distance from the nearest residential area	1	2	3	4	5	N	1	2	3	4	5	N
(17)	Area of the park	1	2	3	4	5	N	1	2	3	4	5	N
(18)	Number of pedestrian paths linking to park entrances	1	2	3	4	5	N	1	2	3	4	5	N
(19)	Density of trees within the park	1	2	3	4	5	N	1	2	3	4	5	N
(20)	Access to wireless internet in the park (e.g. coverage of Wifi)	1	2	3	4	5	N	1	2	3	4	5	N
(21)	Number of toilets within the park	1	2	3	4	5	N	1	2	3	4	5	N
(22)	Number of lights for outdoor illumination in the park	1	2	3	4	5	N	1	2	3	4	5	N
(23)	Number of methods of public transport that are directly linked to the park	1	2	3	4	5	N	1	2	3	4	5	N
(24)	Number of new and existing trails or routes built inside the park	1	2	3	4	5	N	1	2	3	4	5	N
(25)	Number of accidents reported in the park	1	2	3	4	5	N	1	2	3	4	5	N
(26)	Number of reported crimes in the park	1	2	3	4	5	N	1	2	3	4	5	N
(27)	Percentage of open area within the park	1	2	3	4	5	N	1	2	3	4	5	N
(28)	Availability of innovative facilities or equipment, e.g., Solar lights, etc.	1	2	3	4	5	N	1	2	3	4	5	N

Social indicators													
		A. Importance					N	B. Performance					N
		Unimportant.....	Important					Poor.....	Well				
(29)	Number of complaints by park users that relate to facility and equipment damage	1	2	3	4	5	N	1	2	3	4	5	N
(30)	Number of complaints relating to conflicting use of facilities	1	2	3	4	5	N	1	2	3	4	5	N
(31)	Presence of regular user assessment of favorite and least favorite park facilities	1	2	3	4	5	N	1	2	3	4	5	N
(32)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	1	2	3	4	5	N	1	2	3	4	5	N
(33)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	1	2	3	4	5	N	1	2	3	4	5	N
(34)	Number of park users	1	2	3	4	5	N	1	2	3	4	5	N
(35)	Number of community events in the park	1	2	3	4	5	N	1	2	3	4	5	N
(36)	Number of environmental education programs or activities provided to users	1	2	3	4	5	N	1	2	3	4	5	N
(37)	Percentage of park users who perceive high accessibility to the park	1	2	3	4	5	N	1	2	3	4	5	N
(38)	Park users' level of satisfaction with environmental quality	1	2	3	4	5	N	1	2	3	4	5	N
(39)	Number of complaints about hygienic conditions	1	2	3	4	5	N	1	2	3	4	5	N
(40)	Number of reported case / complaints about any insect problem	1	2	3	4	5	N	1	2	3	4	5	N
(41)	Are you satisfied with the performance of urban park management in Hong Kong?							1	2	3	4	5	N

**(C) Personal information**

Please choose among one of the following options, which state your willingness to disclose your personal information.

*(Please delete as appropriate or strikethrough the inappropriate statement)*

\* I do not want to disclose my personal information.

*(By selecting this option, personal information obtained from the questionnaire will absolutely be kept confidential and only be used for academic purposes. Your identity will NOT be disclosed and only a code will be used in separating the responses from other interviewees.)*

\* I consent to disclose my personal information.

*(By selecting this option, our research team may disclose your choices above during our analysis and publications. We would further consult you before publishing the research results that involve your information. Your personal information will only be used for academic purposes.)*

<b>Name</b>	
<b>Position</b>	
<b>Year(s) of park management experience in Hong Kong</b>	
<b>Year(s) of managing of the current park</b>	
<b>The name(s) of park(s) that you are now managing</b>	

**Thank you for your kind cooperation.**

**-END-**



## **INFORMATION SHEET**

### **Research study on Hong Kong urban park management: Achieving sustainable urban park management in Hong Kong through the development of indicators**

The purpose of this study is to investigate the ratings of urban park management indicators from park managerial staff in Hong Kong, so as to identify the areas of changes in future park management. You are cordially invited to participate in the final round of our study:

- Fill in a self-administered two-page questionnaire (spending around 10 to 12 minutes)

*All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.*

If you would like to get more information about this study, please contact me (email: [ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) or my research assistant Mr. Si Fung Hoi (email: [sifunghoi@link.cuhk.edu.hk](mailto:sifunghoi@link.cuhk.edu.hk)).

Information obtained will only be used for academic purposes and is absolutely confidential. Thank you for your cooperation and interest in this study.

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator

31 May 2017



## 資料頁

### 香港市區公園管理之研究： 制定指標，向可持續的香港城市公園管理進發

本研究的目的是調查公園管理人員對香港城市公園管理指標的評分，從而找出在未來管理可作出改善的地方。我們邀請閣下參與本研究最後一輪：

- 自行填寫一份兩頁問卷 (約需十至十二分鐘)

*所有與你有關的資料將嚴格保密，並通過只有研究人員才能識別的代碼顯示。參與本研究是自願性的。你有權在研究前或數據收集過程中退出。*

若你想獲得更多有關本研究的資訊，請通過電子郵件聯繫本人([ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) 或助理研究員施丰凱先生 ([sifunghoi@link.cuhk.edu.hk](mailto:sifunghoi@link.cuhk.edu.hk))。

調查所得之資料，只會作學術研究之用途，所有內容絕對保密。謝謝你對本研究的合作和興趣。

陳宗誠博士  
首席研究員

二零一七年五月三十一日





Please select option where appropriate.

1. Please estimate the distribution of time and budget (in terms of percentage) to your park(s).

		Time	Budget
a)	Park management	Please input: %	Please input: %
b)	Park maintenance	Please input: %	Please input: %

2. Is LCSD having a strategic plan for urban green spaces / urban parks?

Yes / No / Unknown

3. Is the current budget sufficient for the upkeep of park quality?

Yes / No / Unknown

4. Please indicate (by “✓”) the changes in budgets, staff numbers and quality of park.

		Decrease ↓	No change	Increase ↑	Unknown
a)	Budget during last 3 years				
b)	Budget expected in coming 3 years				
c)	Staff number during last 3 years				
d)	Staff number expected in coming 3 years				
e)	Quality of parks during last 3 years				
f)	Quality of parks in coming 3 years				

5. a) Have you ever involved any local community, park user group or organization in planning and managing your park(s)?

YES / NO / UNKNWON

b) If yes, can you briefly share the experience? If not, do you think this practice is feasible in Hong Kong?

6. If you were provided a set of indicators voluntarily, how would you select and apply these indicators in your daily park management?

7. How would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong?

--

8. What features / elements in your park(s) would you recommend to tourists?

--

9. What are the difficulties in attracting tourists to visit your park(s)?

--

10. In your opinion, what is the most primary task to do for improving park management?

--

11. Do you have any response to the comments from some local scholars about urban parks in Hong Kong?

Comment	Your Response (if any)
1. Urban parks should serve community rather than tourists	
2. The design or capacity of parks may not cater population growth.	
3. Conflicts among park users may intensify in the future.	
4. Parks lack community involvement.	
5. Parks can have more functions, e.g. urban farming.	
6. Too few people use the park during nighttime.	
7. Some regulations can be relaxed, e.g. dancing, walking on grassland.	
8. LCSD should adopt more local plant species.	
9. Some parks have too many fences.	
10. Parks managerial staff should study more about the behaviour of park visitors.	

<b>Name (non-disclosure)</b>	
<b>Position (non-disclosure)</b>	
<b>Name of the park(s) under your management (non-disclosure)</b>	

-END-

## Appendix 1b: Questionnaire for academics (English)

Questionnaire for academics (Stage 1 in English only)



THE CHINESE UNIVERSITY OF HONG KONG

香港中文大學

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SHATIN · NT · HONG KONG 香港 新界 沙田 TEL 電話 : (852) 3943 6532 FAX 傳真 : (852) 2603 5006 E-MAIL 電郵 : [geography@cuhk.edu.hk](mailto:geography@cuhk.edu.hk)

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Department of Geography and Resource Management

地理與資源管理學系

### INFORMATION SHEET

#### **Achieving sustainable urban park management in Hong Kong through the development of indicators**

You are invited to participate in the subject study conducted by a research team from the Department of Geography and Resource Management, the Chinese University of Hong Kong (CUHK). This project has been approved by the Survey and Behavioural Research Ethics Committee (SBREC) of the CUHK.

The purpose of this study is to investigate the perception of different park stakeholders to identify the areas of changes in future park management. The study involves separate interviews with academics and experts, park managers and park visitors. We are inviting you to participate in a **30-minute face-to-face interview**.

**All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.**

If you would like to get more information about this study, please contact me (email: [ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) or my research assistant Mr. Si Fung Hoi (email: [sifunghoi@cuhk.edu.hk](mailto:sifunghoi@cuhk.edu.hk)). Should you have any complaint about the conduct of this research study, please contact the Secretary of the SBREC of the CUHK in writing stating clearly the responsible person and department of this study.

By reading this information sheet and completing the questionnaire, you give consent to participate in this study. Information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential. Thank you for your cooperation and interest in this study.

**You are also welcome to suggest any person who is deemed suitable to participate in this study.**

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator

3 October 2016



## 資料頁

### 制定指標，向可持續的香港城市公園管理進發

您好，我們現邀請閣下參加上述研究。本研究由香港中文大學（中大）地理與資源管理學系的一個研究小組負責。本項目已通過中大的調查和行為研究道德委員會（SBREC）的審批。

本研究的目的是調查各類持份者對香港城市公園的觀感，從而找出在未來管理可作出改善的地方。本研究的調查受訪者包括學者、專家、公園管理者和公園使用者。我們邀請閣下參與一次約三十分鐘的面談。

所有與閣下有關的資料將嚴格保密，並通過只有研究人員才能識別的代碼顯示。參與本研究是自願性的。閣下有權在研究前或數據收集過程中退出。

若閣下想獲得更多有關本研究的資訊，請通過電子郵件聯繫本人([ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) 或助理研究員施丰凱先生 ([sifunghoi@cuhk.edu.hk](mailto:sifunghoi@cuhk.edu.hk))。若閣下要對本研究進行任何投訴，請以書面形式向上述委員會的秘書提出，並註明本研究的負責人及部門。

閱讀此資料頁和填寫問卷即代表閣下同意參與這項研究。問卷調查所得之資料，只會作學術研究之用途，所有內容絕對保密。謝謝閣下對本研究的合作和興趣。

我們亦歡迎閣下作出建議，介紹任何閣下認為適合參與本研究的人選。

陳宗誠博士  
首席研究員

二零一六年十月三日

**ACHIEVING SUSTAINABLE URBAN PARK MANAGEMENT IN HONG KONG THROUGH THE DEVELOPMENT OF INDICATORS**



Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

Name of Interviewee: \_\_\_\_\_

(A) In your opinion, should the following indicators being considered in urban park management in Hong Kong?  
(Please tick the appropriate box)

		Yes	No	No Comment
	<b>Managerial and institutional indicators</b>			
(1)	Presence of a written and publicly available legislative mandate or mission statement that clearly states the purposes of providing, protecting and developing the parks			
(2)	Presence of a written and publicly available definition of core services or themes of the parks			
(3)	Presence of play equipment management and maintenance guidelines			
(4)	Number of checks of facilities and play equipment			
(5)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines			
(6)	Levels of satisfaction of staff with staff relationships and participation			
(7)	Presence of assessment of service quality of contractor			
(8)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process			
(9)	Presence of an official citizen advisory board or similar community involvement mechanism that meets regularly			
(10)	Presence of regular park user surveys and analyses			
(11)	Amount of expenditure on park maintenance and management per park user			
(12)	Amount of financial funds from the government			
(13)	Number of security guards on duty in the park			
(14)	Presence of policies that identify or support the promotion of the educational functions of the parks			
(15)	Number of opening hours per day			
(16)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks			
(17)	Number of patrolling trips of policemen passing through the park			

		Yes	No	No Comment
	<b>Resource and environmental indicators</b>			
(18)	Change in area of the park			
(19)	Number of reported cases of facility and equipment damage, breakage and missing parts			
(20)	Number of park facilities and equipment under deterioration			
(21)	Number and population of typical faunal and floral species			
(22)	Days of water quality of ponds and fountains exceeding standard			
(23)	Days of air quality exceeding standard			
(24)	Number of facilities for disabled people			
(25)	Number of types of facilities in the park			
(26)	Proportion of soft landscape or green areas to hardware or built facilities			
(27)	Distance from the nearest residential area			
(28)	Number of parks within walkable distance (i.e. 0.5 km)			
(29)	Area of the park			
(30)	Days of noise level exceeding standard			
(31)	Average population density of neighbourhood residential area (i.e. within 1 km threshold)			
(32)	Area of parks per resident in the district			
(33)	Ratio between active and passive open space			
(34)	Number of pedestrian paths linking to park entrances			
(35)	Density of trees within the park			
(36)	Access to wireless internet in the park (e.g. coverage of Wifi)			
(37)	Number of toilets within the park			
(38)	Number of lights for outdoor illumination in the park			
(39)	Number of methods of public transport that are directly linked to the park			
(40)	Number of new and existing trails or routes built inside the park			
(41)	Number of accidents reported in the park			
(42)	Number of reported crimes in the park			
(43)	Percentage of open area within the park			

		Yes	No	No Comment
	<b>Social indicators</b>			
(44)	Number of website hits or enquiries for park information			
(45)	Number of complaints by park users that relate to facility and equipment damage			
(46)	Number of complaints relating to conflicting use of facilities			
(47)	Number of complaints by park users from minority or disabled groups about issues of equality or social exclusion			
(48)	Presence of user assessment of favorite and least favorite park facilities			
(49)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park			
(50)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)			
(51)	Percentage of park users who increase park visits because of the neighbourhood environment			
(52)	Number of park users			
(53)	Number of positive written comments by park users			
(54)	Percentage of park users who perceive high safety level			
(55)	Number of community events in the park			
(56)	Number of environmental education programs or activities provided to users			
(57)	Number of school programs or public educational activities			
(58)	Number of complaints relating to littering problems			
(59)	Level of acceptance of littering condition in the park			
(60)	Percentage of park users feeling a high level of relaxation in the park			
(61)	Percentage of park users who reported health improvement after park visits			
(62)	Level of satisfaction with the outdoor illumination in the park			
(63)	Percentage of park users who perceive high accessibility to the park			
(64)	Distance to the nearest points of access to public transport			
(65)	Park users' level of satisfaction with environmental quality			
(66)	<b>Number of complaints about hygienic conditions</b>			

**(B) Apart from the above indicators, is / are there any additional indicator(s) that you think should be considered by the government in managing urban parks in Hong Kong? (Please tick the appropriate box)**

Yes  No

**If your answer is 'Yes', what is / are these indicator(s)?**

**ADDITIONAL INDICATOR**

(+1)

(+2)

(+3)

(+4)

(+5)

*(Please use a separate sheet if necessary)*

**(C) Do you have any other comment on the application of indicators in urban park management in Hong Kong? Please write down your comments/opinions in the space below.**

*(Please use a separate sheet if necessary)*

**(D) Personal information**

**Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential. Your identity will NOT be disclosed and only a code will be used in separating the responses from other invited interviewees.**

**Thank you for your kind cooperation.**

**-END-**



## Appendix 1c: Questionnaires for urban park users (English)

### Questionnaire for urban park users (Stage 1 in English)



THE CHINESE UNIVERSITY OF HONG KONG

香港中文大學

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SHATIN · NT · HONG KONG 香港 新界 沙田 TEL 電話 : (852) 3943 6532 FAX 傳真 : (852) 2603 5006 E-MAIL 電郵 : [geography@cuhk.edu.hk](mailto:geography@cuhk.edu.hk)

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Department of Geography and Resource Management

地理與資源管理學系

### INFORMATION SHEET

#### **Research study on Hong Kong urban park management** **(A Central Policy Unit's Public Policy Research Fund project)**

You are invited to participate in the subject study conducted by a research team from the Department of Geography and Resource Management, the Chinese University of Hong Kong (CUHK). This project has been approved by the Survey and Behavioural Research Ethics Committee (SBREC) of the CUHK.

The purpose of this study is to investigate the user perception of urban parks in Hong Kong. The study involves a survey on urban park users. We are inviting you to participate in this **questionnaire (about 15 minutes)** on the study.

**All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.**

If you would like to get more information about this study, please contact me (email: [ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) or my research assistant Mr. Si Fung Hoi (email: [sifunghoi@cuhk.edu.hk](mailto:sifunghoi@cuhk.edu.hk)). Should you have any complaint about the conduct of this research study, please contact the Secretary of the SBREC of the CUHK in writing stating clearly the responsible person and department of this study.

By reading this information sheet and completing the questionnaire, you give consent to participate in this study. Information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

Thank you for your cooperation and interest in this study.

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator

3 October 2016

**ACHIEVING SUSTAINABLE URBAN PARK MANAGEMENT IN HONG KONG THROUGH THE DEVELOPMENT OF INDICATORS**



Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

**(A) In your opinion, should the following indicators being considered in urban park management in Hong Kong?**  
(Please tick the appropriate box)

		Yes	No	No Comment
	<b>Managerial and institutional indicators</b>			
(1)	Presence of a written and publicly available legislative mandate or mission statement that clearly states the purposes of providing, protecting and developing the parks			
(2)	Presence of a written and publicly available definition of core services or themes of the parks			
(3)	Presence of play equipment management and maintenance guidelines			
(4)	Number of checks of facilities and play equipment			
(5)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines			
(6)	Levels of satisfaction of staff with staff relationships and participation			
(7)	Presence of assessment of service quality of contractor			
(8)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process			
(9)	Presence of an official citizen advisory board or similar community involvement mechanism that meets regularly			
(10)	Presence of regular park user surveys and analyses			
(11)	Amount of expenditure on park maintenance and management per park user			
(12)	Amount of financial funds from the government			
(13)	Number of security guards on duty in the park			
(14)	Presence of policies that identify or support the promotion of the educational functions of the parks			
(15)	Number of opening hours per day			
(16)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks			
(17)	Number of patrolling trips of policemen passing through the park			

		Yes	No	No Comment
	<b>Resource and environmental indicators</b>			
(18)	Change in area of the park			
(19)	Number of reported cases of facility and equipment damage, breakage and missing parts			
(20)	Number of park facilities and equipment under deterioration			
(21)	Number and population of typical faunal and floral species			
(22)	Days of water quality of ponds and fountains exceeding standard			
(23)	Days of air quality exceeding standard			
(24)	Number of facilities for disabled people			
(25)	Number of types of facilities in the park			
(26)	Proportion of soft landscape or green areas to hardware or built facilities			
(27)	Distance from the nearest residential area			
(28)	Number of parks within walkable distance (i.e. 0.5 km)			
(29)	Area of the park			
(30)	Days of noise level exceeding standard			
(31)	Average population density of neighbourhood residential area (i.e. within 1 km threshold)			
(32)	Area of parks per resident in the district			
(33)	Ratio between active and passive open space			
(34)	Number of pedestrian paths linking to park entrances			
(35)	Density of trees within the park			
(36)	Access to wireless internet in the park (e.g. coverage of Wifi)			
(37)	Number of toilets within the park			
(38)	Number of lights for outdoor illumination in the park			
(39)	Number of methods of public transport that are directly linked to the park			
(40)	Number of new and existing trails or routes built inside the park			
(41)	Number of accidents reported in the park			
(42)	Number of reported crimes in the park			
(43)	Percentage of open area within the park			

		Yes	No	No Comment
	<b>Social indicators</b>			
(44)	Number of website hits or enquiries for park information			
(45)	Number of complaints by park users that relate to facility and equipment damage			
(46)	Number of complaints relating to conflicting use of facilities			
(47)	Number of complaints by park users from minority or disabled groups about issues of equality or social exclusion			
(48)	Presence of user assessment of favorite and least favorite park facilities			
(49)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park			
(50)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)			
(51)	Percentage of park users who increase park visits because of the neighbourhood environment			
(52)	Number of park users			
(53)	Number of positive written comments by park users			
(54)	Percentage of park users who perceive high safety level			
(55)	Number of community events in the park			
(56)	Number of environmental education programs or activities provided to users			
(57)	Number of school programs or public educational activities			
(58)	Number of complaints relating to littering problems			
(59)	Level of acceptance of littering condition in the park			
(60)	Percentage of park users feeling a high level of relaxation in the park			
(61)	Percentage of park users who reported health improvement after park visits			
(62)	Level of satisfaction with the outdoor illumination in the park			
(63)	Percentage of park users who perceive high accessibility to the park			
(64)	Distance to the nearest points of access to public transport			
(65)	Park users' level of satisfaction with environmental quality			
(66)	<b>Number of complaints about hygienic conditions</b>			

(B) Apart from the above indicators, is / are there any additional indicator(s) that you think should be considered in managing the urban parks in Hong Kong? (Please tick the appropriate box)

Yes  No

If your answer is 'Yes', what is / are these indicator(s)?

ADDITIONAL INDICATOR

(+1)

(+2)

(Please use a separate sheet if necessary)

(C) Personal Information (Please tick the appropriate box)

1. How frequent will you visit this park once?

Every day	Every 2 - 3 days	Every week	Every two weeks	Every month	One month or above

2. What is (are) the main purpose(s) for you to the visit the park? (can select multiple options)

Use the facilities	See the flora and fauna	Go for a walk	Take a rest	Pass through	Others, please specify

3. Gender

Male	Female

4. Age

20 or below	21 to 30	31 to 40	41 to 50	51 to 60	61 to 70	71 or above

5. Education level

Uneducated	Primary	Secondary	Tertiary or above	Not know

6. Occupation

Agriculture, mining and quarrying		Financial, insurance, real estate and business activities	
Textile and manufacturing		Community, social and personal services	
Electricity, gas supply and water supply		Education (including students)	
Construction		Government	
Wholesale, retail, import/export trades, accommodation and food service activities		Unemployed	
Transportation, storage and communications		Others, please specify	

Thank you for your kind cooperation.

-END-



## INFORMATION SHEET

### **Research study on Hong Kong urban park management** (A Central Policy Unit's Public Policy Research Fund project)

You are invited to participate in the subject study conducted by a research team from the Department of Geography and Resource Management, the Chinese University of Hong Kong (CUHK). This project has been approved by the Survey and Behavioural Research Ethics Committee (SBREC) of the CUHK.

The purpose of this study is to investigate the user perception of urban parks in Hong Kong. The study involves a survey on urban park users. We are inviting you to participate in this **questionnaire (about 15 minutes)** on the study.

**All information related to you will remain confidential, and will be identifiable by codes only known to the researchers. The participation is on a voluntary basis. You have every right to withdraw from the study before or during the data collection.**

If you would like to get more information about this study, please contact me (email: ccs\_johnson@cuhk.edu.hk) or my research assistant Mr. Si Fung Hoi (email: sifunghoi@link.cuhk.edu.hk). Should you have any complaint about the conduct of this research study, please contact the Secretary of the SBREC of the CUHK in writing stating clearly the responsible person and department of this study. By reading this information sheet and completing the questionnaire, you give consent to participate in this study. Information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

Thank you for your cooperation and interest in this study.

Dr. Chung Shing (Johnson) CHAN  
Principal Investigator  
7 January 2017

**ACHIEVING SUSTAINABLE URBAN PARK MANAGEMENT IN HONG KONG THROUGH THE DEVELOPMENT OF INDICATORS**



Personal information obtained in this questionnaire will only be used for academic purposes and is absolutely confidential.

**(A) In your opinion, how IMPORTANT are the following indicators in urban park management in Hong Kong?**  
(Please circle the appropriate item) (1 = Very Unimportant; 5 = Very Important; N = Not Applicable)

<b>Managerial and institutional indicators</b>							
(1)	Presence of a written and publicly available definition of core services or themes of the parks	1	2	3	4	5	N
(2)	Presence of play equipment management and maintenance guidelines	1	2	3	4	5	N
(3)	Number of checks of facilities and play equipment	1	2	3	4	5	N
(4)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	1	2	3	4	5	N
(5)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	1	2	3	4	5	N
(6)	Amount of financial funds from the government	1	2	3	4	5	N
(7)	Number of security guards on duty in the park	1	2	3	4	5	N
(8)	Presence of policies that identify or support the promotion of the educational functions of the parks	1	2	3	4	5	N
(9)	Number of opening hours per day	1	2	3	4	5	N
(10)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks	1	2	3	4	5	N
<b>Resource and environmental indicators</b>							
(11)	Number of reported cases of facility and equipment damage, breakage and missing parts	1	2	3	4	5	N
(12)	Number and population of typical faunal and floral species	1	2	3	4	5	N
(13)	Number of facilities for disabled people	1	2	3	4	5	N
(14)	Number of types of facilities in the park	1	2	3	4	5	N
(15)	Proportion of soft landscape or green areas to hardware or built facilities	1	2	3	4	5	N
(16)	Distance from the nearest residential area	1	2	3	4	5	N
(17)	Area of the park	1	2	3	4	5	N
(18)	Number of pedestrian paths linking to park entrances	1	2	3	4	5	N
(19)	Density of trees within the park	1	2	3	4	5	N

(20)	Access to wireless internet in the park (e.g. coverage of Wifi)	1	2	3	4	5	N
(21)	Number of toilets within the park	1	2	3	4	5	N
(22)	Number of lights for outdoor illumination in the park	1	2	3	4	5	N
(23)	Number of methods of public transport that are directly linked to the park	1	2	3	4	5	N
(24)	Number of new and existing trails or routes built inside the park	1	2	3	4	5	N
(25)	Number of accidents reported in the park	1	2	3	4	5	N
(26)	Number of reported crimes in the park	1	2	3	4	5	N
(27)	Percentage of open area within the park	1	2	3	4	5	N
(28)	Availability of innovative facilities or equipment, e.g., Solar lights, etc.	1	2	3	4	5	N
<b>Social indicators</b>							
(29)	Number of complaints by park users that relate to facility and equipment damage	1	2	3	4	5	N
(30)	Number of complaints relating to conflicting use of facilities	1	2	3	4	5	N
(31)	Presence of regular user assessment of favorite and least favorite park facilities	1	2	3	4	5	N
(32)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	1	2	3	4	5	N
(33)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	1	2	3	4	5	N
(34)	Number of park users	1	2	3	4	5	N
(35)	Number of community events in the park	1	2	3	4	5	N
(36)	Number of environmental education programs or activities provided to users	1	2	3	4	5	N
(37)	Percentage of park users who perceive high accessibility to the park	1	2	3	4	5	N
(38)	Park users' level of satisfaction with environmental quality	1	2	3	4	5	N
(39)	Number of complaints about hygienic conditions	1	2	3	4	5	N
(40)	Number of reported case / complaints about any insect problem	1	2	3	4	5	N
(41)	<b>Are you satisfied with the performance of urban park management in Hong Kong?</b>  <i>(1 = Very dissatisfied; 5 = Very satisfied; N = Not Applicable)</i>	1	2	3	4	5	N



**(B) In your opinion, how will you rate the PERFORMANCE of the following indicators in urban park management in Hong Kong?**

*(Please circle the appropriate item) (1 = Poorly performed; 5 = Well-performed; N = Not Applicable)*

<b>Managerial and institutional indicators</b>							
(1)	Presence of a written and publicly available definition of core services or themes of the parks	1	2	3	4	5	N
(2)	Presence of play equipment management and maintenance guidelines	1	2	3	4	5	N
(3)	Number of checks of facilities and play equipment	1	2	3	4	5	N
(4)	Percentage of park management staff who possess qualifications related to ecology, environmental management, landscape architecture or other park management-related disciplines	1	2	3	4	5	N
(5)	Presence of a park and recreation plan that integrates into a citywide comprehensive urban planning process	1	2	3	4	5	N
(6)	Amount of financial funds from the government	1	2	3	4	5	N
(7)	Number of security guards on duty in the park	1	2	3	4	5	N
(8)	Presence of policies that identify or support the promotion of the educational functions of the parks	1	2	3	4	5	N
(9)	Number of opening hours per day	1	2	3	4	5	N
(10)	Presence of a geo-referenced database for mapping park resources and facilities of individual parks	1	2	3	4	5	N
<b>Resource and environmental indicators</b>							
(11)	Number of reported cases of facility and equipment damage, breakage and missing parts	1	2	3	4	5	N
(12)	Number and population of typical faunal and floral species	1	2	3	4	5	N
(13)	Number of facilities for disabled people	1	2	3	4	5	N
(14)	Number of types of facilities in the park	1	2	3	4	5	N
(15)	Proportion of soft landscape or green areas to hardware or built facilities	1	2	3	4	5	N
(16)	Distance from the nearest residential area	1	2	3	4	5	N
(17)	Area of the park	1	2	3	4	5	N
(18)	Number of pedestrian paths linking to park entrances	1	2	3	4	5	N
(19)	Density of trees within the park	1	2	3	4	5	N
(20)	Access to wireless internet in the park (e.g. coverage of Wifi)	1	2	3	4	5	N
(21)	Number of toilets within the park	1	2	3	4	5	N
(22)	Number of lights for outdoor illumination in the park	1	2	3	4	5	N
(23)	Number of methods of public transport that are directly linked to the park	1	2	3	4	5	N

(24)	Number of new and existing trails or routes built inside the park	1	2	3	4	5	N
(25)	Number of accidents reported in the park	1	2	3	4	5	N
(26)	Number of reported crimes in the park	1	2	3	4	5	N
(27)	Percentage of open area within the park	1	2	3	4	5	N
(28)	Availability of innovative facilities or equipment, e.g., Solar lights, etc.	1	2	3	4	5	N
<b>Social indicators</b>							
(29)	Number of complaints by park users that relate to facility and equipment damage	1	2	3	4	5	N
(30)	Number of complaints relating to conflicting use of facilities	1	2	3	4	5	N
(31)	Presence of regular user assessment of favorite and least favorite park facilities	1	2	3	4	5	N
(32)	Percentage of park users who are satisfied and dissatisfied with the aesthetic value of the park	1	2	3	4	5	N
(33)	Percentage of park users who feel pleasant because of the natural settings (e.g. ponds, trees)	1	2	3	4	5	N
(34)	Number of park users	1	2	3	4	5	N
(35)	Number of community events in the park	1	2	3	4	5	N
(36)	Number of environmental education programs or activities provided to users	1	2	3	4	5	N
(37)	Percentage of park users who perceive high accessibility to the park	1	2	3	4	5	N
(38)	Park users' level of satisfaction with environmental quality	1	2	3	4	5	N
(39)	Number of complaints about hygienic conditions	1	2	3	4	5	N
(40)	<b>Number of reported case / complaints about any insect problem</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N</b>

**(C) Personal Information** *(Please tick the appropriate box)*

**7. How frequent will you visit this park once?**

Every day	Every 2 - 3 days	Every week	Every two weeks	Every month	One month or above

**8. What is (are) the main purpose(s) for you to the visit the park? (can select multiple options)**

Use the facilities	See the flora and fauna	Go for a walk	Take a rest	Pass through	Others, please specify

**9. Gender**

<b>Male</b>		<b>Female</b>	
-------------	--	---------------	--

**10. Age**

20 or below	21 to 30	31 to 40	41 to 50	51 to 60	61 to 70	71 or above

**11. Education level**

Primary or below	Junior secondary	Senior secondary	Tertiary (non-degree)	Undergraduate	Postgraduate or above

**12. Working Status**

Employed	Unemployed	Retired	Housewife	Student	Others (please specify)

**13. Monthly income**

HK\$10,000 or below	HK\$10,001-\$20,000	HK\$20,001-\$30,000	HK\$30,001-\$40,000	HK\$40,001-\$50,000	HK\$50,001 or above

Thank you for your kind cooperation.

-END-

## Appendix 1d: Questionnaire for urban park users (Chinese)

### Questionnaire for urban park users (Stage 1 in Chinese)



THE CHINESE UNIVERSITY OF HONG KONG

香港中文大學

SHATIN · NT · HONG KONG 香港 新界 沙田 TEL 電話 : (852) 3943 6532 FAX 傳真 : (852) 2603 5006 E-MAIL 電郵 : [geography@cuhk.edu.hk](mailto:geography@cuhk.edu.hk)

Department of Geography and Resource Management

地理與資源管理學系

### 資料頁

#### 制定指標，向可持續的香港城市公園管理進發

你好，我們現邀請你參加上述研究，本研究由香港中文大學（中大）地理與資源管理學系的一個研究小組負責。本項目已通過中大的調查和行為研究道德委員會（SBREC）的審批。

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所有與你有關的資料將嚴格保密，並通過只有研究人員才能識別的代碼顯示。參與本研究是自願性的。你有權在研究前或數據收集過程中退出。

若你想獲得更多有關本研究的資訊，請通過電子郵件聯繫本人([ccs\\_johnson@cuhk.edu.hk](mailto:ccs_johnson@cuhk.edu.hk)) 或助理研究員施丰凱先生([sifunghoi@link.cuhk.edu.hk](mailto:sifunghoi@link.cuhk.edu.hk))。若你要對本研究進行任何投訴，請以書面形式向上述委員會的秘書提出，並註明本研究的負責人及部門。

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陳宗誠博士  
首席研究員

二零一六年十月三日

本問卷收集的個人資料只會用作學術用途，及會絕對保密。

(A) 在市區公園管理方面，你認為**是否需要考慮**以下各項？(請在相關空格打剔“✓”)

		需要	不需要	無意見
	<b>管理指標</b>			
(1)	讓公眾得知保護及發展公園的目的			
(2)	讓公眾得知的公園服務或主題			
(3)	設施管理及保養的指引			
(4)	設施檢查的次數			
(5)	公園管理職員的專業資格			
(6)	公園職員對內部的滿意程度			
(7)	外判工作服務質素			
(8)	公園與四周城市規劃的融合			
(9)	政府定期諮詢遊人			
(10)	定期的遊人調查及分析			
(11)	公園保養及管理上的財政支出			
(12)	政府投放的財政資助			
(13)	公園內當值保安員的人數			
(14)	支持以市區公園促進教育的政策			
(15)	每天公園的開放時數			
(16)	記錄公園設施的地圖數據庫			
(17)	警察巡經公園範圍的次數			
	<b>資源與環境指標</b>			
(18)	公園面積的轉變			
(19)	公園設施損壞的個案			
(20)	公園損耗中設施的數量			
(21)	動植物的種類與數量			
(22)	池塘或噴泉水質			

		需要	不需要	無意見
(23)	空氣質素			
(24)	傷殘人士設施的數量			
(25)	公園設施的種類			
(26)	綠色用地和其他設施的比例			
(27)	與最近住宅區的距離			
(28)	步行 500 米以內的公園數量			
(29)	公園的面積			
(30)	噪音水平			
(31)	鄰近住宅區的平均人口密度			
(32)	區內居民每人擁有的公園面積			
(33)	動態與靜態康樂用地的比例 (動態：例如運動場及足球場；靜態：休憩處、兒童遊樂場及花木種植區)			
(34)	連接公園入口的行人徑			
(35)	公園內樹木的密度			
(36)	公園內無線上網的設備			
(37)	公園內洗手間的數量			
(38)	公園內的戶外照明			
(39)	直接連接公園的公共交通種類			
(40)	公園內新建和現有小徑的數量			
(41)	公園內的意外數目			
(42)	公園內的罪案數目			
(43)	公園內空曠地方的面積			
	<b>社會指標</b>			
(44)	遊人於網上查詢公園資訊的次數			
(45)	遊人對設施破損的投訴			
(46)	遊人對設施爭用的投訴			
(47)	少數族裔或傷殘人士的投訴			

		需要	不需要	無意見
(48)	遊人對公園設施的評分調查			
(49)	遊人對景觀質素或藝術價值的滿意程度			
(50)	遊人對環境狀況(例：池塘、樹木)會否感到舒適			
(51)	鄰近環境會否鼓勵遊人前往公園			
(52)	遊人的數量			
(53)	遊人對公園的讚賞			
(54)	遊人在公園內會否感到安全			
(55)	公園內社區活動的數量			
(56)	環境教育活動的數量			
(57)	學校或公眾教育活動的數量			
(58)	關於垃圾的投訴數量			
(59)	遊人對公園垃圾狀況的滿意程度			
(60)	遊人在公園內會否感到放鬆			
(61)	遊人到訪公園會否感到更健康			
(62)	遊人對公園戶外照明的滿意程度			
(63)	遊人在公園內會否感到四通八達			
(64)	公園與最接近交通上落點的距離			
(65)	遊人對公園環境質素的滿意程度			
(66)	對環境衛生的投訴數量			

(B) 除了以上各項外，你還有其他指標的建議嗎？

(請在相關空格打剔“√”)

有  沒有

如答「有」，請在以下列出：

額外指標
(+1)
(+2)
(+3)

(如有需要，可以寫在另一張紙)

個人資料 (請在相關空格打別“√”)

1. 你大約多久來公園一次？

每天	每 2-3 天	每一星期	每兩星期	每一個月	一個月以上

2. 你來這個公園的目的是甚麼？(可選擇多項)

使用設施	欣賞動植物	散步	休息	路過	其他(請列明)

3. 性別

男	女

4. 年齡

20 歲或以下	21-30 歲	31-40 歲	41-50 歲	51-60 歲	61-70 歲	71 歲或以上

5. 教育程度

沒有接受教育	小學	中學	大學或以上	不知道

6. 行業

漁農、採礦及採石業	紡織、製造業	電力、燃氣及水務業	建造業
批發、零售、進出口貿易、飲食及酒店業	運輸、倉庫及通訊業	金融、保險、地產及商用服務業	社區、社會及個人服務業
教育界 (包括學生)	政府部門	失業、待業	其他 (請註明)

謝謝你的參與！  
-問卷完-





## 資料頁

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陳宗誠博士  
首席研究員

二零一七年一月七日

「制定指標，向可持續的香港城市公園管理進發」研究  
本問卷收集的個人資料只會用作學術用途，及會絕對保密。

**(A) 你認為以下的市區管理指標，有多重要？**

(請圈出相關數字) (1 = 非常不重要; 5 = 非常重要; N = 不適用)

**(B) 你會怎樣評價以下指標在市區管理上的表現？(簡單而言，你是否滿意它們的表現？)**

(請圈出相關數字) (1 = 表現惡劣; 5 = 表現良好; N = 不適用)

管理指標		A. 重要性						B. 滿意程度					
		不重要.....重要						不滿意.....滿意					
(1)	讓公眾得知的公園服務或主題	1	2	3	4	5	N	1	2	3	4	5	N
(2)	設施管理及保養的指引	1	2	3	4	5	N	1	2	3	4	5	N
(3)	設施檢查的次數	1	2	3	4	5	N	1	2	3	4	5	N
(4)	公園管理職員的專業資格	1	2	3	4	5	N	1	2	3	4	5	N
(5)	公園與四周城市規劃的融合	1	2	3	4	5	N	1	2	3	4	5	N
(6)	政府投放的財政資助	1	2	3	4	5	N	1	2	3	4	5	N
(7)	公園內當值保安員的人數	1	2	3	4	5	N	1	2	3	4	5	N
(8)	支持以市區公園促進教育的政策	1	2	3	4	5	N	1	2	3	4	5	N
(9)	每天公園的開放時數	1	2	3	4	5	N	1	2	3	4	5	N
(10)	記錄公園設施的地圖數據庫	1	2	3	4	5	N	1	2	3	4	5	N

資源與環境指標													
		A. 重要性						B. 滿意程度					
		不重要.....重要						不滿意.....滿意					
(11)	公園設施損壞的個案	1	2	3	4	5	N	1	2	3	4	5	N
(12)	動植物的種類與數量	1	2	3	4	5	N	1	2	3	4	5	N
(13)	傷殘人士設施的數量	1	2	3	4	5	N	1	2	3	4	5	N
(14)	公園設施的種類	1	2	3	4	5	N	1	2	3	4	5	N
(15)	綠色用地和其他設施的比例	1	2	3	4	5	N	1	2	3	4	5	N
(16)	與最近住宅區的距離	1	2	3	4	5	N	1	2	3	4	5	N
(17)	公園的面積	1	2	3	4	5	N	1	2	3	4	5	N
(18)	連接公園入口的行人徑	1	2	3	4	5	N	1	2	3	4	5	N
(19)	公園內樹木的密度	1	2	3	4	5	N	1	2	3	4	5	N
(20)	公園內無線上網的設備	1	2	3	4	5	N	1	2	3	4	5	N
(21)	公園內洗手間的數量	1	2	3	4	5	N	1	2	3	4	5	N
(22)	公園內的戶外照明	1	2	3	4	5	N	1	2	3	4	5	N
(23)	直接連接公園的公共交通種類	1	2	3	4	5	N	1	2	3	4	5	N
(24)	公園內新建和現有小徑的數量	1	2	3	4	5	N	1	2	3	4	5	N
(25)	公園內的意外數目	1	2	3	4	5	N	1	2	3	4	5	N
(26)	公園內的罪案數目	1	2	3	4	5	N	1	2	3	4	5	N
(27)	公園內空曠地方的面積	1	2	3	4	5	N	1	2	3	4	5	N
(28)	創新科技設施的設置(例：太陽能電燈)	1	2	3	4	5	N	1	2	3	4	5	N

社會指標													
		A. 重要性						B. 滿意程度					
		不重要.....重要						不滿意.....滿意					
(29)	遊人對設施破損的投訴	1	2	3	4	5	N	1	2	3	4	5	N
(30)	遊人對設施爭用的投訴	1	2	3	4	5	N	1	2	3	4	5	N
(31)	遊人對公園設施的定期調查及分析	1	2	3	4	5	N	1	2	3	4	5	N
(32)	遊人對景觀質素或藝術價值的滿意程度	1	2	3	4	5	N	1	2	3	4	5	N
(33)	遊人對環境狀況 (例：池塘、樹木) 會否感到舒適	1	2	3	4	5	N	1	2	3	4	5	N
(34)	遊人的數量	1	2	3	4	5	N	1	2	3	4	5	N
(35)	公園內社區活動的數量	1	2	3	4	5	N	1	2	3	4	5	N
(36)	公園內環境教育活動的數量	1	2	3	4	5	N	1	2	3	4	5	N
(37)	遊人在公園內會否感到四通八達	1	2	3	4	5	N	1	2	3	4	5	N
(38)	遊人對公園環境質素的滿意程度	1	2	3	4	5	N	1	2	3	4	5	N
(39)	對環境衛生的投訴數量	1	2	3	4	5	N	1	2	3	4	5	N
(40)	投訴蚊蟲的個案數量	1	2	3	4	5	N	1	2	3	4	5	N
(41)	你是否滿意香港城市公園管理的表現？							1	2	3	4	5	N

(C) 個人資料 (請在相關空格打剔“✓”)

7. 你大約多久來公園一次？

每天	每 2-3 天	每一星期	每兩星期	每一個月	一個月以上

8. 你來這個公園的目的是甚麼？(可選擇多項)

使用設施	欣賞動植物	散步	休息	路過	其他(請列明)

9. 性別

男	女

10. 年齡

20 歲或以下	21-30 歲	31-40 歲	41-50 歲	51-60 歲	61-70 歲	71 歲或以上

11. 教育程度

小學或以下	初中	高中	大專(文憑/證書/副學位)	大學學士	碩士或以上

12. 工作狀況

在職	待業	退休	家庭主婦	學生	其他(請列明)

13. 每月收入

HK\$10,000 或以下	HK\$10,001-\$20,000	HK\$20,001-\$30,000	HK\$30,001-\$40,000	HK\$40,001-\$50,000	HK\$50,001 或以上

謝謝你的參與！  
-問卷完-

## **Appendix 2a: Open-ended questions for urban park managers and academics**

### **Park managers**

1. What are the major and salient advantages of urban parks in Hong Kong?  
(香港的城市公園主要優勢和最突出優勢是什麼?)
2. What are the disadvantages of urban parks in Hong Kong?  
(香港的城市公園缺點是什麼?)
3. Is there any opportunity for urban parks in Hong Kong to be improved?  
(是否有機會改善香港的城市公園?)
4. Is there any threat in urban parks in Hong Kong?  
(香港的城市公園是否面對著任何威脅?)
5. Have you experienced any change in urban parks in general, or the park(s) you have managed over the past decade (or the period of your service)?  
(在過去十年(或你的服務期間內), 在城市公園或你所管理的公園, 你是否經歷過任何變化?)
6. What has been the most difficult part of your park management work?  
(公園管理工作中, 你認為最困難的部份是什麼?)
7. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?  
(你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續? 為什麼?)
8. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If not, what is the reason and what would you propose?  
(你認為使用指標或指標集, 能夠改善香港的城市公園管理嗎? 如果不能, 原因是什麼? 你會提出什麼方法?)
9. Have you ever used any form of indicators or yardsticks in managing or monitor the condition of a park?  
(你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎?)

### **Academics**

1. What are the major and salient advantages of urban parks in Hong Kong?  
(香港的城市公園主要優勢和最突出優勢是什麼?)
2. What are the disadvantages of urban parks in Hong Kong?  
(香港的城市公園缺點是什麼?)
3. Is there any opportunity for urban parks in Hong Kong to be improved?  
(是否有機會改善香港的城市公園?)
4. Is there any threat in urban parks in Hong Kong?  
(香港的城市公園是否面對著任何威脅?)
5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?  
(你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續? 為什麼?)
6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?  
(你認為使用指標或指標集, 能夠改善香港的城市公園管理嗎? 如果能夠, 你會建議如何制定或組織這些指標? 如果不能, 原因是什麼? 你會提出什麼方法?)

## Appendix 2b: Interview scripts of urban park managers

### Park managers M101 and M102

#### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：其實我們公園開了很久，由 1997 年到現在，是一個靜態公園，有一些 Landscape、中西合璧的園圃概念。市民來到可以享受花園、水景。我們城門谷可以有很多自然美態、有一些長者、children play 的設施、荷花池都可以玩得很開心。

問：主要是園境和設施？

答：還有很多，例如動態的 tennis 場，那個不是我們公園自己管轄，那是城門谷運動場... 還有 play equipment 是留給小朋友的遊樂設施，所以靜態與動態在我們公園很多設施都可以體現到。

問：城門谷運動場也算是城門谷公園一部份？

答：不可以這樣說，因為是獨立一個名，雖然它位處公園的中央，但不是公園裏面的設施。圍繞公園一圈才能進到運動場。

#### 2. 香港的城市公園缺點是什麼？

答：公園可能要改善出入口，你來的時候都會覺得隔涉一點，如果在荃灣區有點指示會更好。來過的人會懂得來，但未必想過方向。其他改善方面... 因為我們比較多元化，裏面的設施不斷更新，將舊的換作新的，例如公園的椅子、地面的磚。當時建好時用的磚已開始爛，要換磚了。所以尤其是來這個公園的居民、遊人，都覺得有改善。這方面是近期的改善，至於 Landscape 改善，由一個具規模的公園而言，可能整個花槽也是同一個品種，但我們的公園融合了鄉村特色，融入了不同品種種植，感覺上像入了一個大自然的公園，不會這麼死板。以上是我們的改善。

問：你們會否有居民和遊人的比例或數字資料？

答：我們是分開的，晨運的是朝早 6:30 到 9:00，主要是居民；打後可能是 7 點後就會有一些遊人，專門拍照的，影一些動態的雀鳥、蝴蝶，來到秋天，就會有幼稚園、小學生來旅行、野餐。前幾天三四六年級，大約 300 多人，坐草地、打羽毛球、使用足球場打籃球，整個公園都有用。幼稚園生主要是來看我們的植物，我們會放植物的名牌，老師帶隊，老師不懂植物，也可以跟着牌介紹。為甚麼我們會推行沿路掛名牌這措施？因為我們種了很多植物，很多人入來，說「沒有見過這品種，叫甚麼名字？」，我們要帶隊逐個介紹，很花時間，同時我們其實有很多手頭工作要管理。用名牌就可以一些這樣的工作。加上他們很有興趣自己去看去找，我們不會全部品種所有位置都掛牌。他可能行到尾，發現跟頭是同一個品種。他們的興趣因此大了，我們將這些資訊推廣了。現在找我們公園人員介紹的機會少了，我們可集中做好手頭上的工作。花少了時間。

問：之前查詢公園植物的情況較多？

答：因為我們種植物是多樣化，不會同一排同一品種，有的話都是未改善。我們會做到一個花槽有 7-8 種品種，甚至多過這個數目，那麼看上去就有很多品種。他看一個品種，不知道甚麼時候開花，可能趁着我們出外巡邏或管理設施時又會打電話來問，但我們未必知道他說的是那個 location。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

答：這麼多年，我想你去看外面的公園都會有唱歌，這裏就比較少。因為這是街坊的公園，朝早可能有少少人人來唱唱歌，但夜晚很清淨，無人來看表演、無人圍觀。因為太清靜，又會無人夠膽來，所以我們沒有這方面的困難。將來像外面的公園這麼多人唱歌的情況，應該不會出現。機遇通常我們會想的就是小學旅行、幼稚園團擴大大，我們也試過招待一些團體人來看植物，故此我們放了名牌。未來要改善的話，我們的公園主要是以植物為重點，設施的話荃灣有足球場、網球場，不用專程走上來。只不過這裏近學校、警署，警察訓練、跑步會走上來。運動場有一條 track，但如果舉辦陸運會就無法進入等等。我們見到公園未來的發展都會集中在這裏。

問：所以未來的機遇都是基於現時設施？

答：是的。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：我在這裏工作了四年 (i.e. M2)，不是太久。轉變就是我們用了四季的植物來吸引人，每個季節我們都會用一個品種作推廣。我們主要在夏天作推廣的品種是荷花。在荷花推廣後，康文署的網站也可以看到。那麼這時段會特別多了一些人遊覽，集中在同一時間，因為荷花不是開長時間的。兩個月後凋謝，因此兩個月內每日不斷都有 100 幾十人來看荷花。當然不會是同一個人，可能是同一時段不斷有人來。有人拿長相機鏡頭。過了這個季節，秋天會引入一些玫瑰。冬天就山茶花，春天就紫玉。四季都有不同主題花讓人觀賞。這就是我們近一兩年的改變，將一兩種植物去 promote。

問：你 4 年前入職時，那時候未有這種做法，是近 2 年才做四季植物推廣？

答：是的。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：其實我想是人手方面，因為本身政府都有請一批人，但在前幾年裁減員工後，但會到近期才重新請一些人，隔了一段時間。人手短缺的問題就會拖慢了一些工作，這是管理上面對的問題。例如你想做好某件事，但會拉長了一年或者半年，因為原來沒了一些人手，就會出現困難。其他不同種類的客人，都會經常對我們的工作有不喜歡，我們要解釋我們會做好些，一些他不明白的東西，然後再看看有甚麼改善。我們會捷足先登看到一些地方，例如換張櫈，不需要等到他們出聲投訴才換；又例如兒童地蓆，就是我們在管理上未有困難之前，先做一些事情減少一些 ICC 的投訴、1823 的投訴。而且我們詳細跟他們親身解釋，去現場看看他們是甚麼類型投訴，還是純粹反映。開頭想着投訴，但後來變了反映。我們告訴他我們改善的部份，讓他觀察。他們可能心急，今日投訴完明天就想見到成效。但這個是不可行的，全世界都是...

問：不過這方面都是相對容易處理的，如果人手不再短缺會更好，是吧？

答：這個是人手與外來問題。但外來問題我們都要找人手處理。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？



答：其實香港公園就應該無。以公園設施而言，香港是很齊全的。例如我們去旅行，會見到設施很簡陋，或者很遠很遠...因為地方很大，很遠才有另一樣設施。但香港比較著名的動植物公園，有動物，其他公園有爬蟲館這些比較有特色的元素。其實每一個公園都有一個特色的東西，類似這樣子，會較為吸引。因為如果你無...因為他們想有主題，例如看石、猴子，我們去不同公園。我覺得這樣發展會較好。綠化地方而言，在香港有這麼多高樓大廈都算好。例如我們上班會覺得樓下空氣清新。

問：可能覺得設施、綠化地方做得好，你覺得遊人使用量如何？城門谷可能較輕微，但其他公園會否逼爆？

答：只是爭在有沒有唱歌。其他的人，因為使用的時間不同，所以不會逼爆。除非像維多利亞公園舉辦節目、抗議，這樣就多人。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：指標，要看你怎樣定義指標。如果你訂了一套硬指標，各個區域情況不同，其實很難...指標怎做參考？你要跟着指標來行，可能很多公園都 **match** 不到，在應用或很多用家方面都不是這回事，很難一概而論。

問：最好不同區域用的是不同指標就最好？

答：你說的指標是甚麼？

問：(舉了例)

答：我想要視乎場地空間，通常有一個安全標準。例如你的空間有限，你不能強行再塞一些東西入去，然後說有很多，再指安全水平不達標，這個是很難的。因為香港的指標是世界性的，例如 **play equipment** 是用 **USA** 的 **safety** 標準。可能指標就叫你不要種樹種得太密，但 **play equipment** 和運動設施就要講 **safety**，那麼指標就只應在 **safety** 的框架裏運作。

問：那麼城門谷公園裏面，都會有一些指標讓你們內部跟？

答：以 **play equipment** 為例，全個 **LCS D** 都會有個部門監察住，**send** 一件新設施落場之前，他們會量度，再 **recommend** 給我們。他們會選擇 **play equipment** 的模式與種類給我們選擇。給我們選的理由是，因為有些公園可能老人家較多，那麼我們便要平衡老人家與兒童的需要，看看放甚麼東西。例如香港公園有很多小朋友，你放一個瀟滑梯給他們，他們會很開心，排隊玩。但這條滑梯給老人家，他們都不會玩吧！有些公園可能只有 20-30 個小朋友，放了瀟滑梯也浪費了。

問：那麼就算訂了 **play equipment** 的指標，但落到公園實際擺多少設施是你們前線決定的？

答：是。可以是 **Play equipment**、老人健身器材等。例如以老人健身器材為例，我們以為他們喜歡「站立式」的，但原來更喜歡「單車式」，可以坐，有人告訴我們「弄多兩部單車不就好了嗎？」。為甚麼要踩單車？因為兩腳要做運動，但同時要坐低。坐低做運動之類的。所以我們有時都要推算那一項設施放出來，會更受老人家歡迎。可能下次更換時就 1 件變 2 件等等，每個場地都不同。

問：可能都要視乎用家的 **feedback** ？

答：因為我們的公園較少區外的人士前來使用，如果我有 10 樣 equipment，ABCDE 都齊了，但這裏可能只是 serve 居民，可能設施的作用也不大。可能你說指標訂明要 10 樣設施都齊備，但可能公公婆婆只要 2-3 部單車，你放其他類型設施，可能都用不着。若要跟指標，都頗為困難。

問：所以最好不要有一個統一 standard？

答：最好視乎場地特色，不要限死某一些指標，個個公園都一樣，會很悶的。可能一組東西不爛，可以用足十年八年。

問：通常裝了都不會拆的？

答：小朋友可能由 10 歲玩到 20 歲，通常不會搞的。

問：我家樓下的瀉滑梯好像也用了 10 多年也未更換，很舊，通常是不會更換的？

答：都不會搞的了。那些鐵器，很難更換，10 多 20 年也是那些東西。小朋友也向我們埋怨「又是這些設施嗎？」。

問：也有小朋友反映？

答：是的。小朋友也會長大，除了在這裏長大，還有小學中學就附近升班就讀，下午買個 lunch 坐在這裏吃。小學時候還很雀躍，但中學時候就不雀躍了。

#### 10. (附加)遊人會否爭用設施？

答：這裏就相對人流鬆動，但有些晨運客不喜歡別人跳舞，有些人又喜歡靜態的，可能就會有些微言的。三五知己自己說「跳舞阻住我們」，但他們未必會行過去那個位置。因為跳舞者通常在「死位」、「掘頭位」，通常我們都不阻止他們；但如果他們在通道上跳，我們一定阻止他們。「掘頭位」感覺上沒甚麼衝突，因為一大班人 50-60 個在跳舞、耍太極，在大通道就一定不行。現在秩序都挺好的...衝突通常出現在新來人士，我們就叫他們去那些「死位」。

問：用慣用熟的人就不會那麼不識趣？

答：是的。可能他們開頭會有怨言，我們要解釋告訴他們，那個是通道不能阻礙別人。難道有輪椅經過，你跳到一半你會停嗎？「他過的時候我們會停」。我就說「他過的時候你停，不又是麻煩自己？沒有了連續性」。說多幾句，他們就...我們告訴他們一些真的會出現的情況，因為這區真的有人推輪椅上來做運動，他們會藉助公園圍欄做起身運動，所以我就叫跳舞人士不要阻礙。後者見到有輪椅上來，都真的會讓路。現在秩序都還好。

問：解釋完他們都不會為難你們管理的同事，都很合作？

答：對。他們最怕我們一句說「不允許」，那麼他們就很麻煩。所以我們先跟他們聊聊，說一次他們不中聽，說多兩次三次，說到他們合作為止。我們盡量用我們的方式講解他們知道，希望他們了解我們不允許某些做法是有原因的。

### **Park manager M103**

#### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：這個公園的優點是地方夠大，是以清代揚州式的設計，古色古香。以香港這個都市來說，有這麼一大遍的地方，這麼古色古香的環境，對香港來說是很難得的。因為在現在的

城市生活，很緊張，有這樣的一個環境，讓他們清靜一下、享受一下公園，和中間的人工湖，是一個好好的地方讓香港市民休息、舒緩一下壓力。

問：據你了解，除了這公園之外，會否有甚麼其他香港的市區公園都是以清代建築風格設計的？

答：這個是這公園的特色來的。因為不同公園都有不同特色，都會根據不同設計師自己的構思。清代主要是這個公園。其實藉着這個公園，除了有硬件，也有一些軟件的東西，例如舉辦一些活動給不同階層的人在公園裏面享受一下不同設施，又例如社區苗圃——如有興趣，可以去參觀一下。我們有 60 畝的田，就可以給都市人進行一些耕作的活動，讓他們做城市農夫，試下耕種的樂趣。另外我們也會聯絡一些北區的學校，有一些學校的苗圃計劃的，讓同學學習耕作，綠化香港的環境。

問：那 60 塊田，是 by reservation 就可以使用的嗎？

答：它其實是以活動形式舉辦的，我們會接受報名表格，然後抽籤，每次讓他們使用那塊田 3 個月。他們可以短暫種植一些生菜、蘿蔔，快些收成的話，就可以嘗試一下種植的樂趣。其實我們在家不會做這些事情的，因為沒有位置...

問：但這個計劃是 open to public 的嗎？

答：是 open to public 的。

問：我聽講另一個公園也有一些小朋友觀賞團，非公園安排，但 open to 學校...

答：是的，學校如果有興趣的話，也可以打電話給我們。我們就可以安排一些 guided tour 讓他們參觀這個公園，認識一下植物。

問：這裏的樹也會有名牌的嗎？

答：都會有的，例如見到串錢柳，會知道這是串錢柳，認識多了，也是好事。

問：你認為這個公園的 Landscape Design 做得如何？

答：不要說我的意見，說一下我們收到的 comments，覺得我們公園是賞心悅目的、古色古香，同時打理得都還好。收到一些正面鼓勵，我們會繼續努力。

## 2. 香港的城市公園缺點是什麼？

答：其實再看細緻一點，有些地方... 例如人手真的是欠缺的。現在好像是自揭瘡疤，哈哈。做好一點的話，其實真的可以再做好點。但礙於我們的難處是，人手不斷在減，亦都靠外判的承辦商，真的是差一點，比不上自己的同事。所以，雖然說有人稱讚，但其實再看仔細的是可以再做好一點。其實都是人手的問題，對於我們是難處。似乎是... 因為我們用了外判工，有時訓練了一些熟手的同事，他們過一會兒又說要離職了。不斷有新人來，不斷要再教，對於一直在這裏的同事，有一定的壓力。那麼服務水平真的會變得勉強。很快就走了，那讓同事面對壓力。以政府的架構來說，他們每做幾年，就會掉一掉崗位，所以可能我做 3、4 年，做熟了這個地方，訂了一些計劃去改善，但發現「我要走了？」，然後就沒有時間去實行。這樣「有辣有不辣」，因為政府架構裏定期調一調崗位，是有另一個考慮。

問：其實剛才你說這個 shift role，會是像 EO 行政主任般幾年 shift 一次，還是做到半路自己想轉崗位呢？

答：規定要轉的，像你所說，似 EO 的。政府就是不想你太熟一個崗位，你明白的...

問：因為我只知道 AO、EO 會有這種做法...

答：康文署都有這種做法。

問：那麼我假設你在這個公園 stay 3 至 4 年，可能會再 shift 去另一個地方？

答：可能下次去了城門谷泳池，連整個做的範疇也不同了，所以會有一個難處在。不論是長工——即是在我們架構中，管理層也好，還是去到下面 frontline，那個剪草的承辦商，可能他們也是做一會兒就走了。

問：外判也會這樣子？

答：是的。因為政府奉行價低者得，這個也可能是一個因素。因為有些鬥便宜，投入回來，但實際又做不到。於是，很多時候我們同事跟他們角力，跟他們說「你們這做是不行的」，他們反駁「我們請不到人，這樣的價錢怎樣找到」，大家就很僵持。

問：除了本身人手短缺之外，其實康文署跟外判公司看法不同，都可能是一個問題？

答：都有這個，我們面對的問題。我們有沒有離題？

問：其實都是相關的，這個公園有甚麼可能做得不夠好，可能就是這個問題。因為我聽你所言，硬件都應該挺好的，沒甚麼問題。軟件呢？

答：其實硬件都有一些老化問題。

問：每個公園都有老化問題吧？

答：因為這個公園由 90 年代開始到現在，所以... 我們陸陸續續都有設施有一定年紀。可能一開初甚麼都正常，但時間長了就老化，有些部件更換了，又未必能夠暢順連接或使用，你明白我意思吧？

問：通常也不會整個換，是逐件逐件換？

答：這也是問題。老化也是問題，將來也要面對。可能一封大半年維修，居民沒有了公園大半年。

問：像那些足球場，一封大半年就很麻煩？

答：是的。所以也不知如何處理，或者船到橋頭自然直，你要封半年也沒有辦法，就地鐵故障。但也要看誰人接手。其實康文署的公園 80 到 90 年代興建，陸陸續續也老化了，你調到那一個也避開不了。

問：除非真的是最新的新市鎮？

答：是的。但新的也有新的問題。

問：那麼可能從北區公園這個例子可以反映到，全香港的公園可能開了多年的話，其實都面臨相類似的問題？像設施老化般。

答：我覺得這個也很難避免。Even 你見有些屋苑爆水管，可能是因為是水管舊的。所以想一下香港，其實基建都有幾十年，陸陸續續老化都是大問題。是整個社會的問題。我都會問自己是否太悲觀主義？但一想起就頭痛了。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

答：So far 暫時近這幾年有一個特色，有些旅行團就一車車人，載過來遊覽，不知你有沒有聽說過？以前興建這個公園是沒有想過，那些人一來就堆了在廁所門口，可能他們要排長龍。

問：可能去完廁所就走了？

答：來到買瓶飲品，逛一逛湖，我也不知道旅行團是怎麼搞的。以前是沒有的，是近這幾年才有的。我不知道近期，算不算一個 fact，人走了，再進行清潔，始終是差一點。這就是旅遊方面，如果遊客其實都很穩定。這個公園除了招呼本區的居民之外，很多外區的居民都會喜歡周圍去周圍走，所以星期六日都多其他區的遊人過來玩。

問：根據你觀察，so far 公園的 capacity 還容得下嗎？

答：是的。包括我們在過往興建公園也沒有想過香港有這麼多外籍傭工，事實上我們公園很多 users 都是外籍人士來的。我自己看過一些其他區比較，有些已「淪陷」，幸好我們這個公園還可以保持住。但相較正常時間是多了外籍人士，他們喜歡一堆堆坐在草地野餐，是舒適的；但倘若再多下去，我恐怕我們公園也會「淪陷」。

問：其實會不會相比起其他公園，你的公園也不算太嚴重？我沒有來說，我剛來的時候也在想，會不會近東鐵站，也會有一些同胞？還是不會？

答：他們都很忙於去購物，去旺角那些美麗的公園更好吧！

問：可能市區公園更多遊客？

答：我想是吧。我去到一看見那些公園那麼擠迫，自己這個公園——慶幸還不算多人，但都會怕愈來愈多人。

問：我都理解，換作是我去做公園管理，也不希望一次過有過多的遊客前來。

答：他們直頭攔住路，所有 covered walkway 都會坐滿。平時 park users 想行的路都行不到。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：我都是在這工作了幾年。這幾年真的沒有甚麼轉變... 不是，剛才說的社區苗圃，多了幾塊田，算不算？

問：也算是。因為我去聽其他公園經理所講，他們也是最近幾年才去搞社區苗圃計劃、四季花節，例如夏天種甚麼花、秋天種甚麼做推廣，也是最近幾年才搞的。

答：這樣子... 我這個公園就較少有變動，即是多了種社區苗圃的田的數量，因為見它受市民歡迎。「這裏可以幾塊田，不如就開幾多塊田讓人玩玩吧！」這樣子。接着會舉辦新活動，例如野外定向，在公園裏玩野外定向，增設多些軟件

6. 公園管理工作中，你認為最困難的部份是什麼？

答：最難都是人。

問：人的意思是指 staff，還是 users？

答：Contracting staff，即是外判工，加上包括自己員工。因為他們有壓力，壓力也只會反映給我們。

問：意思即是 **conflicts between contractor** 和 **LCSD staff**？

答：是的。剛才也提及過，他們用很低的價錢投了標回來，但是實情他做不到，我們也要逼迫他。當然你可以出無限次的 **warning letter** 扣他錢，扣到他害怕...

問：可能他也不怕？

答：他真的可以「死蛇爛鱔」(按：理虧仍強辭奪理)，捱多兩捱又完約了... 所以這裏是有點難處。人少方面，真的較難處理。軟件就早一兩年 **plan** 想做，但不夠錢做，即是 **budget** 方面的限制。我們盡量都爭取，即刻就去 **bid**，盡量拿錢去改善。但始終你知道政府的錢都是「分餅仔」... 所以你的難處都是大家的難處。有些你聽到是好好的構思，但那裏有錢？很難搞，大家等下等下，等前一手走了又沒有了這件事。

問：介不介意講一講通常 **contractor** 多久會續...

答：通常三年一張約，即是 36 個月一張約，就變了那個機制做得好差的話，就會給他 **warning letter**，告訴他下一張約會有這方面的考慮因素。不過有時候有些公司會懂得玩這個遊戲... ..

問：可能是用另一個公司的名義去再投標？

答：對的，對於我們會有難處。

問：剛才你說的 **contractor** 是價低者得。我可否將之理解成 **major criteria**，就算 **Contractor A** 前三年是做得不好，你評他的 **performance** 是 **bad** 的，但他之後再 **apply**，他又是價低者的話，他中的機會都大的？

答：會有些 **marking scheme**。其實他做得很差，會有扣分的方法。

問：只是扣分，不會 **black list** 他？看分數為主？

答：除非真的做得很差。但通常未至於差到要 **black list** 他。所以說那些承辦商很懂得玩，又未去到「判死刑」的階段，但又會跟你蹉跎一下。

問：**Marking scheme** 除了是計算...

答：除了有機制是用來 **monitor** 他，但是有時...

問：你有張良計，我有過牆梯？

答：是的，我做到最差，再搖身一變成為一間新公司。

問：然後又發現是同一批人？

答：是的，因為他們懂得玩這個遊戲，所以我們被迫要... 所以是浪費了我們的工夫。如果每個人都那麼乖跟從合約，就一定做得好好。你說吧？我又不需要花太多工夫跟你周旋，交流也節省不少。

問：起碼少了一些困難的地方，是吧？

答：是的，或者可以放多一些心機去做一些新事情，而且也很 **depends on** 你的團隊。如果這樣巧合——孤掌難鳴——你想到有很多新事情想做，但團隊個個也不想做的話，就變成行不通了。

問：可不可以透露一下你們康文署 **staff** 的分佈...

答：以這個公園為例吧？我就坐寫字樓，這裏就有個 manager，那麼 manager 下面又有 senior amenities assistant，我們稱之為 SAA，SAA 一個。他下面又有一個 AAI，2 級的助理康樂員，下面就有 3 個 AAII。如果說 management 就是這一堆。

問：這樣說也有 5-8 人左右？

答：都有 6 個，計上我就 7 個。AAII 就很 frontline 的工作，會有 shift，不是同一時間一起上班...

問：但你們 make 一些 programs 的 decisions 或者設計一些 tours 的時候，會不會整 team 一齊坐低，還是比較 senior 的同事才會商量？

答：理論上，最理想就是坐在一起商量。但是實情上，例如有些 program headquarter 放下來給我們處理，好似社區苗圃計劃；我們配合綠化運動組去做一些事情... 因為從 AA 角度來說，公園的運作他們看得比較多少少，叫他們想多一點他們也沒有這樣的心思...

問：都需要花時間去想的吧？

答：在他工作的多個小時內，有一半時間都是出去和客人了解一下，了解前線的承辦商怎樣工作，所以... 理論上最好的方法是大家想一些新構思改善公園。實質上不一定要這樣做。

問：都是 top-down approach 多？上面 headquarter 下指令做，下面跟從？

答：是的。另一方面都可能。前線會看到一些我們平時看不到的東西，有甚麼例子呢... 會不會這個位置加插一些欄桿幫助踩單車的人容易一些入來？他們看到有這些需要，我們就會這樣做。

問：其實加建設施是否都要再獲批准？因為牽涉到錢。

答：都要的，你對的。例如見到這個花槽的花很老了，加上泥工很差，需要美化工程，我們就會向區議會申請小型地區工程撥款，就拿幾萬元做一個美化工程。

問：區議會開會是你這個職級的同事去？還是會有更高級的同事負責？

答：會有 senior staff 負責，地區有個區長——district leisure manager，他就負責去區議會開會。

問：可能情況是你們不同 level 的 staff 就反映到上面，他那個 level 就再去 attend meeting 去 address issues？

答：我們 feed 資料給他去拿錢。區議會覺得你個 project 挺好，就批給你去做吧！

問：逐層逐層上去，再逐層逐層下來吧？

答：這是科層。

問：我聽你這樣說才知道區議會是這樣 bid funding。

答：其中... 某一年將這些地區設施去決定如何管理... 應該是早幾年，不是行了很多年，check 資料可以找得到。它其實那個一筆過撥款就分發到區議會，由區議會設施小組可以自由調動那筆錢。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：是應該可以行的。因為... 加上我們部門有綠化 policy，我們其中一個 mission、信念，是要幫忙綠化香港。以我們這些大公園角度而言，在綠化香港擔演了一個很重要的角色。所以硬件就要 provide 一些這樣的環境給市民，軟件都有一些 promote 這些 greening concept 的。

問：因為規劃署的香港「2030+」都有提及過一些想都市公園做的角色？

答：這個...不太清楚。可能政策方面你們比較熟悉。

問：根據你上面提及的人手問題等，都可能是影響可持續性的挑戰吧？不過整體上你都覺得是 sustainable 吧？

答：是有難處，但我們 try our best 做到最好。很老實，真是盡力做。我見到有些同事 9 點 10 點還未放工。就想怎麼辦呢？

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

答：我都有想過，究竟有甚麼 indicators？你給我的這張清單... 都算是大概反映得到，但你是很多東西放在一起。例如你說 park users 是不是代表受歡迎呢？但可能他們是旅行團一車車載過來的。這樣會不會跟它的地理環境因素有關呢？因為位置遠，可能真的會少些人。大家上班上到那麼累，星期六日都未必會周圍去的。當然也有這種人... 但我也想過... 其實也很難的，例如有沒有人讚賞。我們當然希望有，但香港肯出口讚人的人很少，但動輒就會投訴。這是個文化。可能某程度上指標能夠反映得到，但是可能要納入多些 factors 去考慮，而非僅僅靠一些指標，去判斷公園的 performance 好還是差。

問：我可否理解成你也不反對用 indicators 做 management，但是 indicators 只是其中一 set...

答：可以這樣說，因為實際上你都需要秤一秤，如果做得不好，大家再快馬加鞭改善一下。有比較才会有進步的。

問：Indicators 可能有個好處，可以比較到不同公園的情況，當然每個公園的情況都有點不同，但可以提供一個很 general 的 picture。

答：但實際操作的時候會考慮，最低分是不是代表差呢？不一定。可能他們花了一些工夫，都應該要 acknowledge。

問：這樣指標未必反映到？

答：是的，所以要想深入幾層，不是給了一個分就知道高低。要想怎樣改善。

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：不過我們主要看的都是有人讚、有人說這個 good、well done，但另外一些指標就暫時無... 是不是很失敗？但日忙夜忙...

問：其實我們主要從學術角度探討，主要都想看看跟現實是否有落差。可能你說得對，有些事情會辦不到。

答：我自己也是很理想的人。理論上是應該自己要分辨到，那個地方可以有進步空間。這樣服務才会有進步，不會停止。

問：那麼 Indicators 相對上客觀少少，至少有個標準跟一跟，是吧？



答：是的，但落實要執行，都很難處理。即是你很簡單想 indicators 出來，但怎樣才能秤來秤去？可能很難做到。

問：可能假設你採納了，都要 weigh 一下那個 indicators 較重要。

答：但到時要計，又會顯得主觀。主觀...

問：我承認某程度上指標選納時會帶點主觀，但總算是可供客觀量度。當然我也同意你所言，指標可能要連同其他 factors 一併考慮...

答：是的。

#### 10. (附加)遊人會否爭用設施？

答：這個場地比較少，別的場地我則有聽聞。都是與有人跳舞有關。我有聽聞的是有些要在早上進行活動的團體，如要到樹旁進行的，則有些習慣到來樹旁的市民會與他們爭奪地方。是會有些市民每天到來的，而把公園當成是自己的地方。

問：這麼一來，這根 physical space 沒有關係，只是他在這裡，別人便不能使用他的位置。

答：是很奇怪吧，你或會未曾聽過吧。主要是公公婆婆的。補充一點，在公園管理上，這公園還要應付有些問題，如我們動了一棵樹，竟然是影響到居民的風水的，這可能只在這公園中發生。

### **Park manager M104**

#### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：其實在... keep 住 park management 都有一 team 同事，而且同事都很 senior。不過提到 facility management 或者樹木管理，其實都要有一定認識才可以管理公園。所以我覺得不論 facility 是留給 user，還是對樹木的認識、究竟怎樣去 design landscape，同事都有豐富知識。再加上久不久 headquarter 會有... 例如香港這一期的主題做玫瑰比較好，就會做 olay，對於整個香港的 consistency 都幾高的。加上可能打颱風的時候，都會有一些 reminder 給我們各個公園，對於我們的管理，不論是 safety，還是樹木，也是好的。

問：如你剛才所言，軟件上像同事的 knowledge，甚至是 headquarter 給的指引，都是一些做得好的地方。那麼硬件上你會怎樣評價？例如設施、園境設計上，你覺得如何呢？

答：其實都好的，因為講到設施——雖然我們只是做 park management，但講到 elderly facility 等設施，是有另外一 team technical unit 去負責的。那麼從 safety 角度來說，加上 user 都是好，有一些專業人士幫我們管理住，而且我們做 daily maintenance 的時候可以 check 住，其實也不錯。從 park management 的角度而言。

#### 2. 香港的城市公園缺點是什麼？

答：... 人手。人手方面，因為有時都會有個 gap 位。你知道的，我們同事可能 post arrangement，有時會調一調位，可能人手安排上不能緊貼着。可能我們 post out 了，要等少少時候才可能 fill in 那個位置。在這些 gap 位同事——一來 workload，二來 park management 都不是好事。人手調配可以作出更好的安排。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

答：我覺得其實公園即將要面對的挑戰，是可能市民的要求會愈來愈高。因為可能近年，以前我們可能會說公園樹木未發展得那麼成熟的時候，我們對樹木的知識和要求都沒有那麼高。但可能現在愈來愈 **concern** 這些事情，對樹木有一定關注，所以對我們公園都會是一個 **challenge**。例如好像我們定期會修樹，現在可能有些市民經過棵樹，見到一些枯葉，都會有一些查詢問到棵樹生長得怎樣。這些都是對於公園即將的挑戰。而且需求與 **awareness** 愈來愈高，無論是 **elderly** 還是小朋友，他們對 **facility** 的 **demand** 都提升了。有時都要 **balance** 一下，因為久不久都會有一些... 意見反映，認為這個設施要加多幾個，這些都是我們的挑戰。至於 **threats** 可以是 **external** 的吧？... (暫停，詳細詢問甚麼是 **threat**)... 都有的，有來自 **media** 的。例如說樹，元朗之前也有發生一些事，其實有棵樹塌了下來，大家都會 **concern** 「是不是你們(編按：康文署職員)管理不善？」等。又例如有些人如果在 **overseas**、外國行過，發覺跟我們的公園管理都有頗大的 **difference**，所以他們會有比較。但是我們總不能把樹全砍掉然後再種過，所以怎樣管理一些——樹木未發展成熟的時候——樹木，是一個挑戰。

問：剛才你提到有些人去過外國會來反映意見，他們是 **users** 嗎？

答：是。**Public**，有時都會有一些 **inquiry**。

問：通常 **inquiry** 是打電話、面對面說，還是怎樣反映？

答：面對面都有，1823 都有。

問：原來如此！因為我去另一個公園，都聽到有職員向我反映經常收到 1823 的電話。

答：市民反映意見都算是熱烈。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：會的。都有一些 **project**，可能有些區議會撥款，去 **improve facility**，最近我們就做了一個 **safety mat**——那些安全地墊——放在灑滑梯下。這些其實... 在管理上面都是我最近遇過。因為可能不是一兩塊換，而是整幅，都要一定的... 協調 **schedule**，或者 **inform public** 「這裏有維修」，維修直到大概幾時。除了跟撥款人有一個 **progress report**，其實對 **public** 都有一個 **report**。

問：我這樣理解吧，其實有些事情，去年和前年都未必會做到，今年你入職可能就多一些轉變要跟吧？

答：都是的。我相信每一年各大場地都會有一定的轉變，不論是硬件上，還是一些措施上面，都會有分別的。

6. 公園管理工作中，你認為最困難的部分是什麼？

答：最大困難... 即是可能一些工程，因為同一時間，其實這麼大的公園，牽涉的部門都很多的，可能舉例一個渠道，望下去，其實不是我自己一下子能把它修好，也非找人來把它修好就 **OK**，但是要傾一個 **schedule**。可能同一時間，要和建築署、機電工程署等等相關部門溝通。可能同一時間有很多工程，例如籃球場要漆油，我總不能籃球場、足球場、手

球場一次過都封了，而我卻要 **balance public demand** 和工程 **schedule**。要夾好，但是因為有時這些情況較難控制，例如下雨工程就要延期，可能會影響之後的 **booking**。我控制不了的因素影響到整個 **schedule**，最後影響到更加多的人。

問：我想你覺得困難地方主要有三點。第一點就是 **schedule** 很 **uncertain**，有時會有你不能 **expect** 的因素，例如下雨；第二就是 **balance** 公眾需要和工程 **schedule**；第三是工程本身，要去協調不同 **stakeholders** 或部門去做一件事，你也覺得是困難的地方來的？

答：會的。是的

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：現在這個模式可以持續。因為可能其實公園都配合時代變遷... 都追得到步伐。不斷都有一些政策在變，公園裏有一些硬地場，怎樣去租用，我相信是有... 一開始規劃出來，我猜也不會想到「多少天之前要訂場」、「用場放場」之類的。明顯後者是跟隨時代的，有時可能 **headquarter** 面對一些 **inquiry**，覺得其實有改善的必要，都會告訴我們。不論措施上，以及硬件軟件上，公園都一定會追住個步伐來走。所以我覺得可以 **sustainable**。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

答：即是問有沒有指標？需要的，但亦都需要配合。因為可能有一個 **indicator** 同一個 **basic** 最少有一個框架，但始終每個區情況也不一樣。**Headquarter** 有一個最 **basic** 的框架，要求每個月要滅蚊幾次，又或者每一日都要巡場。這些必須要做的框架是可以留給我們的，至少在 **maintenance** 上面都做得到。面對每一個區都不同，可能這區特別... 多老人家，那麼 **elderly fitness equipment** 都會相對較多，所以我覺得是需要一些 **indicators** 去做一些 **basic foundation** 讓公園做 **park management**。

問：你也會覺得除了這個 **Basic framework**，都要考慮其他 **factors** 才可以做好 **park management**？

答：是的。

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：有，當然有。就好像 **disabled facilities**，會有國際標準，像一些 **signage**，我們場地都會跟從。它給我們一些 **suggestions**，我們盡量都會跟住 **indicators**，起碼至少能夠出一個 **standard**，我相信都能夠 **cater** 到他們的需要。

10. (附加)遊人會否爭用設施？

答：會有的。早上有人耍太極的，他們會佔用一定範圍的，有人便希望我們管理一下，我們則要便他們討論，希望他們走到一旁，因為他們的位置同時也會有些行人走過。一般來說也是合作的，跟從我們的條件。

問：你覺得唱歌是否這一類？

答：這公園也有露天劇場，主要也是為表演節目的，我們也會看租用人是否合作，我們也不會讓他們清晨六時便開始唱歌，北區的租用人也是不錯的，或在其他公園會有這問題。我們是會對租用人說明噪音問題的。

## Park manager M105

1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：這公園就是一個大草地設計，還有圍繞公園有一個緩跑徑設施。然後有一個國際 standard 的模型遙控車場。

2. 香港的城市公園缺點是什麼？

答：停車場的 capacity。雖然如果更加大都滿足不了 park visit 的人數，因為這裏實在太小，加上這裏比較受歡迎，每個星期六日都迫爆。那麼主要是配套上，但對於公園整個 setting 上，我也不覺得沒有甚麼不好。休憩的空間足夠。課堂有辦 education 上的東西。你說要公園有緩跑徑去給人做下運動，也是有的。是的，溫室也有、社區苗圃又有。其實如果要說一個公園，這裏也算差不多。當然不能跟別的大型公園比較，那些那麼大。但以這六點幾公頃的地方而言，市民假日來到最喜歡就是在草地上休憩。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

答：可以這樣說，公園現在愈來愈——每一年比每一年的人流多。每逢開學，約 11 月就是學校旅行的季節。平均每一日，就算是平日，都有三至四間學校的學生來。在公園的草地——他們主要在那裏玩，草地的保養有點難度。因為我不能夠把它封掉，讓學生來到不能玩，這就不太理想。所以我們要預留一些時間做保養，加上現在就比較多市民挑戰遊樂場規則的情況發生，是的... 可能他們在雜誌或網上看到其他國家或者事物——可以 outdoor 用的，自然就覺得是可以進行的，就會來公園想玩。但是我們有保安和當值的主管，都會勸喻他們。但每逢勸喻，市民的反抗都很大，我們只能夠展示文件給他們看，說是不容許的。又或者做一些 banner，告訴他們幾大點，例如放風箏是不 ok，跟住要解釋一輪為甚麼不能放，航拍為甚麼又不行。未來所有公園的挑戰都是這樣子，例如為甚麼不能打營釘、為甚麼不能做這做那。一般市民都會不斷挑戰這些東西。可能外國地方比較大，大家玩甚麼都不影響大家，故此就沒有那麼多限制。或者未來應該要試下建多些寵物公園，因為始終我們這裏不容許寵物進來，例如狗。

問：根據你意思，你覺得可能地方淺窄就相對上限制多，和外國比較起...

答：一定！你這麼小的草地放一千幾二千人，我還怎麼容許人們放風箏、進行拋擲性活動？不是... 現在市民大家的程度都不同，有些覺得「我玩沒有問題」、有些可能覺得「他擲到我」，大家的觀感都不同，就會製造很多投訴出來。加上就算警察來到，都是調停不到。

問：都是交回你們處理？

答：都不是這樣說。但現在的人不怕警察——相對我的年代，可能你不明白，因為警察來到又怎麼樣我都會照鬧，你解釋看我接不接受，我不接受的話就繼續跟進。那個姿態就比較強。

問：你其實——剛才提及的放風箏，或者放航拍機，你覺得最主要的情況是為甚麼不容許放？有沒有解釋規則是怎樣訂的？

答：其實是看該公園... 我們有一個遊樂場規則，是一個法例，都有提過署長可以授權做一些... 例如風箏的 icon 出來，提醒市民某個位置不能玩。但為甚麼這個位置不能玩？都是基

於安全理由的大前提，人多又有跑道... 現在風箏的線是透明的——不透明也好，它放得高時跌落來，也會壓到人，剝傷皮膚。這些我們也是出於安全理由去做的。如果你放風箏，其實... 海邊有些放風箏的熱點，那應該去那些地方做，而在市區卻不適合。航拍機一樣，不是每個人技術好，跌落來也會壓到人。加上我知道在南生圍有地方是玩的，直升機你容許他玩，他可以耍很多花式，很大部。所以，就是這些基於安全理由的狀況，我們沒有容許市民去做這些事。我們不是要多多限制，但發生起意外上來，就會歸咎成我們沒有好好管理。就是因為其實太多投訴，而限制了市民很多玩的活動。這樣沒錯。大家都覺得某些活動會危害到對方，我們就盡量看看怎樣平衡。所以在人有很多的情況下，我們很多情況是再硬性是不准許的。但旅行這樣，小朋友來玩足球，他們只是小朋友，小小力傳球，我們也不會阻止他們。有些市民都會挑戰我，但我們解釋：「他老師監管他，今天也不是人太多，小朋友也是來旅行的」。但例如假日那些，很多人，根本沒有位，還要踢球就會很容易影響人。都是那一句，我們是安全理由和不影響他人的情況下，我們去執行公園的規則。

問：我可否這樣理解，可能人多的時候，就捉得相對嚴厲；可能人少的時候，就捉得沒有那麼嚴厲？會不會這樣子？

答：這樣也會。你不能夠... 大家來公園都是為了休憩，如果你做某件事會損害某些設施，例如在草地上放遙型車，會令到草地沙塵滾滾，亦會搞爛草地上的草，這些行為我們都會阻止。視乎有沒有損壞東西、有沒有安全理由、有沒有人、影響到他人，而去執法。

問：我想問多句，如果... 剛才你提到遊樂場規則，都是根據法例去訂的。如果假設有一日法例改了，我以航拍機為例，改成它沒有問題，可以在園裏放，但你作為一個公園經理的角色，你會不會覺得「不對勁，你在這裏放始終有危險，都是不可以容許你放」，還是你會覺得...

答：我們現在法例已經有一條，提到這些模型裝置，是不可以在公園裏玩的，其實已經有這條。但如果他要解放那條法例，相信部門都會有指引給我們怎樣去處理這種情況。在於一些影響到安全和別人的做法，我們應該都會禁止。始終你不能控制部機，飛到上去無電跌下來，會壓到人。

問：這樣說，其實你覺得政府修改、放寬了某些法例限制，你們部門都會有一些新指引給你們？

答：一定要有的。沒有我們都會問。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：只是僅僅一年多人流已經多了很多，設施就沒有轉變，但我們會有 **enhancement** 去做。例如有些觀賞性的，有個花園，我們會種一些四季都會開花的植物出來，等市民可以來拍攝花。都有很多市民來拍攝蝴蝶和花。人流吧。大時大節就很「大件事」，中秋節為例，夜晚我們會加長時間開放，整個中秋有五千六千人逗留在公園。去年（編按：2015）沒有那麼多，但一年一年增多。人都多，你都行不了。而且這裏不能玩蠟燭，所以... 有甚麼轉變？學校旅行都多了，因為公園出名了。

問：因為這區附近只有這個公園？

答：都不只這一區，屯門區的學校也會過來。學校的旅行也會考慮，因為這裏有大草地，所以他們會想帶學校小朋友當旅行。

問：這樣說跨區也有？

答：是的，老師就會事前 **study** 公園有甚麼，亦會分班帶小朋友入去溫室裏面行個圈，或者講解下緩跑步徑或其他設施。

問：但我想問，如果他們不是入苗圃或某些特定設施，假設只是入草地，需不需要向你們申請？還是就這樣子進來？

答：一般學校的做法都會先通知我們，因為他們想查詢當日會不會有其他學校都通知了。其實個 **practice** 很有趣，我入職之後都收到很多學校通知，說那天那日會有多少人來，我們職員都會聯絡那間學校：「當天我們都收到幾間學校通知，相對上公園就多人一點，可能你構思的遊戲，或者你們怎樣分佈你們學生去哪個位置，要想一想」。或者它要看看怎樣 **adjust** 它的時間，可能逗留公園兩小時，其他就去某另一個位置。都有學校這樣跟我們談。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：就是平衡市民他們心目中公園能夠玩的東西和實際上的差距。或者有些是附近居民和一些——知道這裏有草地的外區居民、跨區市民的衝突。為何這樣說？當區的市民都知道這個緩跑徑不能阻塞，但第二區不知道的人來到，就會經常站在緩跑徑上面阻礙到市民跑步。你問我們有沒有一些好明顯的 **notice** 告訴用家呢？是沒有的。為甚麼？因為部門出了指引，不能經常有一些告示，說不能做這個又不能做那個。要不你來公園幹甚麼？所以只能靠我們巡場保安同事去呼籲，以及我們會用聲帶做廣播。但始終要教，因為來的人見到多人就不會理，但下一批——香港有這麼多人，不停的來，那我們就... 有一些用開公園的人就 **routine** 來投訴，不停投訴，那麼就要不停地教育。

問：跟進你剛才所說，是否代表有些指引你們內部會跟，但沒有寫出來...

答：是條例入面都有，但沒有張貼出來，或者市民沒有行過去看那幾廿個點。

問：因此他們就覺得你濫權，但你純粹都是跟住...

答：是的，所以我們有時都要印條例出來，跟市民解釋。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：持久，沒有問題。你一定是有人去管理，設施有保養、定期翻新。不要只談公園，以運動場來說，是可以持久的。那個土地，只要我們沒有改變用途，個位置可以繼續做一個運動的空間或者休憩的空間給市民。

問：我想追問一點，關於人手方面，你怎樣評價這個人手分配，你覺得是否足夠？

答：足夠的，只要定了是一個 **major park**，就有一個人手開 **post** 指引的。足夠的。

問：純粹一問，因為有些公園反映人手不足...

答：因為可能相對我這裏較小，**major park** 來說算比較小，故此人手較充足。

問：所以人手不算是問題？

答：我這裏是。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：有的。例如你要申請進行商業拍攝用途，你就要向部門申請。是有一個指標，是有一個限制，給那些租用人。一定要有指標，我都覺得。如果不是就會引伸到——是否說規則那些？規則就一定要訂定，例如可以玩甚麼，不可以玩甚麼。指引上例如你遇到死雀，你要怎樣處理，是有條例的；那些樹你怎樣 monitor, check 它是否健康，又有條例。部門現在訂了很多日常的指引，我覺得都是有用的。

問：我聽你的講法，其實平時管理上都會應用到一些指標？

答：經常要看。

問：指標就是不同的 guidelines？

答：是的，要的。政府的做法要統一的。

問：我追問多一條問題，你覺得不同公園是否應該用同一 set 的指標，還是你覺得每個公園都會有自己的指標？

答：大致上是需要用到同一套指標，至於你問一些地區特色，例如有些公園不讓狗隻進入，但它原來建在一個私人屋苑的對面，而私人屋苑住戶有養狗，他帶狗隻出外就必經這個公園。那麼你就要引伸一條新的法例出來，即是甚麼範圍不可以讓狗隻進入，但留有一條狗隻通道，牠們要經那裏才能夠出到市區、去商場。

問：那麼那個人經過那裏就不捉他了？

答：是的，有些公園已經做緊，我都是去上堂聽他們分享... 不是很實的，例如因應那個區的情況去 adjust 一些條例的做法。

10. (附加)遊人會否爭用設施？

答：傷殘人士洗手間。有些市民不是傷殘人士，但也使用。我們不會設置人手在檢查，這是不合理的。這是與市民教育有關。有些設施是長者使用的，家長也會帶小孩使用。若沒人使用是可以的，但有些長者使用不到。家長應教導小孩子這是老人健體中心，小孩子應走回適合他們年齡的位置，這與家長的教育有關。爸爸媽媽有交稅的，甚麼也可以使用為何不能用？市民會覺得自己是最大的，他們會對我們的職員說，他們說可以玩，小孩兒也看着，這是身教的問題。我們當然是有規則才過來禁止他們，變相是小孩意為大聲便可以。

問：草地上呢？

答：若是紮營是可以的，日間吧，夜間是不可以的，這裡不是營地，早上若陽光較猛烈，便紮營，晚上沒有陽光，何解紮營呢？還有，他們會覺得所有草地都可以打釘，其實是不能的，一來會傷害草地。若遺留釘子，會有危險。一般市民可能看電視、看電影以為可以作的事，其實在公園也有限制。可能有些知道規舉的便會與不知道的發生衝突。或有些不明白何以在草地上不可以打棒球，我們會解釋太多人了，或會打到別人，他們會說他們可以小心一點，但意外的便是不知道的，我們也會勸喻這些投擲的活動是不可以的，很困難的。其他國家可以，為何香港不可以呢？也會出現這些問題。其實很多也是安全的考慮。

問：這似是政策問題多於管理問題？

答：或者是在建造一些主題園吧。有單車公園可以專門踏單車的；有些場地也是專門玩滑板的。我們不是沒有考慮這些事情。明白的，公園是用來 leisure 的，若沒有影響他們，我

們也甚少阻止的。有些同事的經驗比較老到，看過很多意外，只好解釋，但其實沒有甚麼人，則讓他們玩一會便離開好了，讓他們也知道人多了，他也可能會影響別人。

## **Park managers M106 and M107**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：如果就這個公園來說，我覺得作為一個這樣大型的公園，它的設施可給予市民大眾在閒日有一個較為高水準的，可 **leisure** 和 **relax** 的地方。設備很完善，也很受大家歡迎。香港市民的壓力太大，他們可以在這裡 **relax** 得到。

答：補充一點，這個公園也比較多元化，位處也可說是市中心，周邊比較少綠化地方。如剛才所說，我們比較多元化，因為我們除了那些一般公園也有的植物或者花卉、樹木等等，但我們其實還有溫室和觀鳥園，這些也是比較特別，不是處處也可看到，也有一些教育意義和成份。另外，我們就是康樂那邊，而文化那邊則有不同的博物館，譬如有茶具文物館，位處在這個公園內，亦有視覺藝術中心，所以這個公園包含的東西很不一樣。

問：除了剛才兩位提及的硬件建設外，這個公園有沒有甚麼軟件方面是做得很好，值得讚許的？例如有沒有甚麼主題或活動之類？

答：有的。譬如，每個星期六日及公眾假期也有一個藝趣坊。我們的藝趣坊是一年一度的，每年一月一日到十二月三十一日為之一期，申請也剛完了。將會再投，去找不同表演人士，他們可能有些手工藝、繪畫、攝影等等。有不同藝術文化在這裡，他們就在藝趣坊售賣，譬如有人像剪影等等。這些都增加了這個公園的吸引力，也增加了市民的樂趣。另一方面，文化也宣傳了，因為譬如人像剪影那些是比較罕見，也流傳了很久，有些師傅傳承，也可以體現到這東西。活動上的，我們就只有這些。還有，我們每星期三，即剛才所說，除了有觀鳥園之外，我們公園有很多不同的動物.....

答：導賞。

答：對了。動物或者昆蟲、蝴蝶等等，其實每個星期三，我們也有一個觀鳥活動，這活動是由觀鳥學會和我們合辦的，每個星期三早上，免費給市民，因為你都可以看到這裡也有很多野生雀鳥，特別是葵花鸚鵡比較多，所以這方面便有了教育的意義。

問：我想追問一下，通常來到這個公園的是遊客還是住在附近的人較多，還是全港也有人來？

答：三樣也有。遊客就因為這裡是中心點，附近也有很多酒店。另外，也有住宅區。另外，這個公園也是較有特色的場地，因為有些較為 **unique** 的設施，**aviary** 或者溫室，以香港來說，不是處處也有的設施，所以也吸引了 **territories** 的市民也會來這裡參觀，所以這公園的 **catchment** 便較多元化。

問：他們的比例如何？

答：應該差不多。

答：應該差不多。因為這裡，譬如 **lunch hour** 時，便會多在附近工作的人，他們佔的比例很多。附近的旅遊設施，如覽車站，也會吸引到很多遊客。加上我們樓下便是婚姻註冊處，有本地人或外國人也在這裡註冊，所以比例上大概差不多。其他公園主要是服務附



近屋邨居民為主，便會很少遊客，因為沒有景點。與我們不同，我們附近還有大型 shopping mall，所以比例大概一半一半。

## 2. 香港的城市公園缺點是什麼？

答：我認為大部份 LSD 的公園也不錯的，就着它們的需要，各服務對象或會不同層次，可能有些美觀一點、設備完善一點，它們的服務對象會大一點，catchment area 大一點。有些則比較 localized，可能小一點，所以我則沒有一個好一點和差一點的準則。但如果一定要說一樣的話，我認為可能香港地方實在太小，算得上是大型的公園真是寥寥可數，就當地環境限制，市民也只能使用一些小型的設施，這點可說是有點不足。不樣那幾個大型公園那般可放置很多設施，它們可能只是小型的，serve 那些 local 的地方，有地方可坐一會，有幾款兒童設施給小孩玩樂。但也不能說這樣不好，因為它們的服務對象不一樣。

問：這麼一來，要是受公園環境限制的話，也沒有甚麼辦法可改善了。

答：香港地方實在太小，有地方的話也用來建房屋，所以這也成為較難 tackle 的問題。

問：追問一下，你認為維多利亞公園算是大型的公園嗎？

答：維多利亞公園在香港來說是大型公園，當然，不能與外國相比，外國有更大的，但如果在香港一個這樣 limited provision 內，能夠提供到一個這樣大，cater 到整個香港、九龍、新界的人，有這麼多設施，差不多 active 的也有，passive 的也有，可說是各色其式的，則算是.....

答：有不同類型的活動，我們有一年一度的花展、工商會等等.....

答：元宵、中秋。可以提供設施，或者是 programme，或者一些活動給香港市民。當然，更多如此大型的公園是好事，但我們要權衡地和設施期間，我們會有取捨，但維園是做得不錯的。

## 3. 是否有機會改善香港的城市公園？

答：一直以來，我們都有申請場地拍攝的。譬如，外地比較有名的電視劇或電影，會因為這裡的環境比較特別，所以在這裡取景。有部份其實是旅遊發展局轉介過來的，有些是作推廣香港之用，因為他們可能知道這個公園的獨特性，比較有代表性，所以旅遊發展局也推薦他們過來這裡作拍攝。一方面可以推介香港給全球人士，也可以推廣這個公園的設施，這情況也會出現。

問：會否是這兩三年比以前多了這類拍攝申請？

答：這個我也不肯定，因為我也只在這裡工作了幾年。再之前則知道了，但 on and off 應該也有些申請的。

答：我也在這裡工作了不長的時間，但依我估計一直也有這類申請的。要是問是否真的這幾年多了，由於我們沒有數據，所以也很難說這幾是否真的多了某些申請。

## 4. 香港的城市公園是否面對著任何威脅？

答：我認為在可見的將來這個公園的容量也不會被包和，因為.....正如剛才所說，這公園的用法層面較闊，加上它的層次不一樣，它對設施和時段的要求也不一樣。舉例來說，我們的 target group 是半山的居民，他們早上或去工作，他們用我們的設施機會會少一點，但

正因為他們去了工作，離開了這區，而我們附近有很多 office 工作的人，這些人則會在他們 lunch hour 在這裡聚集來使用我們的公園。這樣的話，大家便會較少 overlap。至於 tourists，他們可能集中在中段，不會在早晚時段，因此也不會與我 residents 作息的時間發生衝突，所以我認為設施包和這個問題暫時是看不到的。當然，數十年後，香港或有一些設施是可以 invite 很多遊客的，像以往那樣，突然間多了很多大陸客的，比例提升了，這樣我們的 facilities 或會配合不到，但若出然了這樣的情況，我們便會作出改善，或者行政上的安排，但在可見將來，這不成問題。

問：就你剛才所說，早年當有很多大陸來時，是否多了很多人來這個公園？

答：都會的。這一年來，內地客則少了。那時多了客人，我們也有些相應的安排，如保安上的管理等等，因為他們未必理解到我們公園的要求。譬如，內地的文化問題，吸煙或者掉垃圾，我們則要加強監察，令每個人都可以安全地使用公園的設施。

問：聽你們所說，so far 問題應該不大。

答：暫時來時，這個公園沒有包和問題。因為事實上，我們的設施是多元化的，這樣可以分散人流，不會聚集在某人層面上、某一個 area 上。有些溫室、有些雀籠、有茶館、又有藝術的，這樣則各色其式，就者各自的喜好把人流分開，所以暫時來說不會覺得很擠擁。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：雖然我工作了不長的時間，但這真的經歷了不好轉變。應該這樣說，關於設施方面的改善工程，在這半年來也逐一展開。這公園也一直希望提供更好的服務和設施給市民使用。我來了之後，如你有看新聞的話便知道那個滑梯則剛新開放，這是一個較為少見的設備。兒童遊樂場也會逐一翻新，其他位置也如此，這些工作都會繼續做，但我相信這不是只有這個公園這樣做，而是所有在康文署核下的公園都會更新設施或者 improvement，令市民可以享受更加好的服務。只是這個公園的身份較為特別，因為它面對的 catchment 不一樣，所以才先行一點。因此其實我們也是不停的做，還有很多、很長時間要做。我認為這個公園將會煥然一新，再遲幾年，逐一把它改善、upgrade。

問：我見到有些裝修工程進行中，是否就是那些？

答：下邊那個廣場，要明年四月才完成。這個完成了，太極園也會相繼展開，接着其他的設施也會翻新。

答：由 1991 年到現在，有很多設施都需要翻新。

問：都在排着隊吧，都是一個工程接一個工程的。

答：這個公園也使用了二十多年，很多設也開始老化或者損壞，當然我們日常也有維修的，但這也不是一個長遠之計，所以我們在這段時間也在努力把它更新，希望設備更加好。

問：我也分享一點，我作資料搜集時也看到別的公園也使用了超過二十年，設備也比較舊，但見不到它們會被翻新，反而我聽你說，這個公園會不斷有新的工程。

答：由這段時間開始，有兒童場的工程.....

答：我想大概十三年前已經開始。譬如你看洗手間的工程之類，因為我們部門在回應 BFA，即是暢通易達，可包容不同使用者。

答：我們又未必因為設施老化，而是希望有些 serve.....如 disable toilet，我們希望做一些 tactile path...

答：能觸摸地圖.....

答：這些都希望能夠做得好一點。其他場地未必是不想做，有些是 level 上的因素，我們這個公園可能能夠得到的資源會比其他 localized 的公園較多，所以我們可以在這方面做多一點。

問：與及能夠快捷一點吧。

答：最重要是香港視乎資源，才可以展開工程，資源不足、沒有錢的話，我相信是想做也做不到，所以資料是一個因素。

## 6. 公園管理工作中，你認為最困難的部分是什麼？

答：我認為挑戰是來自市民，因為市民對公共設施的要求越來越高，而投訴文化也越來越大，對公共設施的容忍度也降低了。以往市民或會有多點體諒、理解，現在則對我們要求高了。以往未必會提出的事情，現在都會提出。

答：也多了不同投訴的渠道.....

答：政府也 encourage，提供了很多 channel 給市民，如 hotline，ombudsman，平機會。雖然未必是我們 internal 的投訴渠道，或是發聲渠道，但就整個政府架構內，這些渠道是多了。

問：哪一發表意見的途徑較多人選用？

答：1823，直接致電我們的辦公室也有.....

答：透過議員也有，透過報章、雜誌也有，直接寫信給署長也有，甚麼渠道也有。

答：總之是所有可以發聲的渠道也會收到市民大眾的建議。

問：讓我總結一下，依你們所說，困難就在於這個公園的硬件或者不同方面已在不斷提升，但就未必追得上市民的 expectation。

答：這個公園的投訴數字比較起別的公園來說是較少的。數字是有，但以 data statistics 來 compare，我們是屬於少的。若你問我們的困難，當然，這是我們面對的挑戰，但以往我們沒有這麼多的，現在又是否真的算多呢？相對於別的公園，我們的公園的投訴次數是少的。市民的建議是給予了我們提示的，真的能助我們去改善，是 positive 的，但當中有些是對我們的設計是有意見的，說不上 他們是亂來的，而只是他們不熟悉我們的運作。經我們解釋後，他們都能夠理解，所以我們需要溝通。我們不視他們是投訴，而是溝通。有時市民作為用者，他們看到的東西與我們不一樣，我們管理層看着做事的理念，市民的意見讓我們看事情再廣闊一點，這是有幫助的。即使是投訴文化，我們也可以正面的看待它，當中不排除是有些刁民，只是始終這個公園的客人與一般 localized 的公園不同，我們的客人提供的想法，我不是願意隱瞞甚麼，而這是事實，很多時候會有一個印象，這個公園的層次高一點，讓市民覺得我們另類一點，不是光坐下來喝茶，而是可以學習一點東西，所以他們的目標不一樣。他們的 objective 不一樣，所以他們給我們的意見也會不一樣。我們也十分感恩。

問：惡意的意見則較少？

答：有。有。不能說沒有，但就較少。因為這裡的市民是那些往半山的，坦白說，他們都不是一般市井之徒，而遊客也會真心感受到一些事情才會對我們反映，所以都是 positive 的，所以我們很感恩這裡的刁民較少，但我們是有同事曾遇過刁民，我自己也經歷過一些較 complicated 的客人，但數字則較少。

## 7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：以我在這裡較短的日子來說，我最怕是那些雀籠 **sustain** 不到，我們面對着那些雀鳥的數目和 **species** 是有下降的 **trend**，這點是沒辦法的，因為這是禽流感引申出來的。雀鳥也有生老病死，我們也需要為牠們更新的，但因為禽流感，令我們較困難去由外國搜羅牠們。不是說解決不到，但就因為那些外在環境因素，例如有很多 **policy** 不是我能控制得到，但我們也盡量 **tackle**，我們也有自己 **breed** 出來的數目、品類，但如果能夠 **source** 得到則更好，但我們在努力中。

問：還有沒有別的呢？

答：就是這個了，因為禽流感和相關 **policy** 會令 **sourcing** 比較困難，除此之外，我看不到有甚麼比較難做。

問：如果是管理方面呢？人手安排的問題如何？

答：我們是人手短缺的。

答：因為也有退休潮，或者青黃不接，政府也不是經常招聘，總有空缺期。譬如，老一輩的工人，他們退休時也令我們人手短缺。

答：這不單是人數的問題，其實是工人的 **knowledge** 流失的問題，因為這個公園與其他 **localized** 的公園不一樣，這個公園要求 **specialized** 的 **knowledge** 比較多。譬如，雀籠要懂飼養雀鳥；溫室要懂不同品種的保養。又或是公園周圍的植物、園境設計，這些都需要 **knowledge** 和 **specialist**。這裡的同事很多都將要退休，而新加入這個公園的大家庭的人，他們沒辦法，別說他們是否擁有相關技術，能夠有足夠人手已很高興，所以 **training** 這方面便有所困難。

答：即是人手是一問題，另外就是同事的技術和經驗的問題。

答：這類流失，我認為不是只在這個公園發生，應是其他公園也同樣出發這個問題。因為新一代年青人對園藝和飼養動物的興趣不大，以往一些長輩願意做這類工作，但現在當他們也退休了，青黃不接便會出現。別說技術，派人負責這些工作也有困難。

問：明白，若要面對動物，對工人的要求也會自然提高。

答：**Localized** 的公園和我們的公園的要求是不同的，我們面對的比較 **international**，我們希望提供高效、高水準的服務，所以需要的技術也提升。人材流失就成為這個公園能否 **sustainable** 的因素。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：指標來說，有部份項目我們也有 **guideline** 的，它們也可說是一類指標。在管理上是定立了指標，希望同事們都 **follow**。因為沒有指標，同事們很了解管理層的 **standard** 和要求，他們便很難知道管理層的要求，所以指標在管理上是需要的。若是 **planning** 上，我們則控制不了。

問：**planning** 不是我們 **consider** 的範疇來的。那麼，我可以理解你們是有用過一些指標來進行管理嗎？

答：這些要求，則看要不要視為 **indicator** 了。我不懂你的 **indicator** 的 **definition** 是甚麼，有些 **indicator** 要很 **down-to-earth** 或者 **specific** 的，我們則沒有這類 **indicator**。只可說，我們提供了一些 **standard** 或要求給同事，如一個指引，又不是 **indicator** 的層次。

答：有些未必可以 **quantify** 得到。譬如，我們有一個大湖，對於這個大湖，我們有一些指引。譬如，一星期要清潔一次，再按情況和需要增加次數。又有一些基本指引，如告示要 **bilingual**，即中英文也有；又或關於植物修剪的。有些則較難清晰界定甚麼可作或不可作。

答：這要看你會否視這些指引為 **indicator**。

答：若定立了 **indicator**，也要回頭說起資源的問題。

答：若是 **set** 了 **performance indicator**，則要小心衡量這個標準的位置。若太高，**operation** 根本 **meet** 不到；若太低，**management** 也會覺得太鬆懈，所以 **performance indicator set** 在甚麼位置則很重要。還有，太多，也不行，因為其實同事們的 **workload** 已經很重。無論是這個公園或是 **localized** 的公園，本身也已有一定的工作量，不會因為公園小一點，則會令工作一量也少一點，因為其實工作也是一樣。即使以現在的 **manpower** 也不能達標，再加要求，其實也做不到，因為沒有 **resource**。若十個人不夠，給你二十個人，則當然能夠做得更好。而且，若太多 **indicator**，這些 **bureaucratic** 的東西會令公園的 **flexibility** 降低。因為沒有彈性，全部都安規條工作。這樣管理上的彈性會降低。

答：引用一套 **indicator** 又未必可以 **adapt** 到所有地方。譬如，一個小型公園，很難說大家都要同一套標準。例如，我們公園的洗手間一天要清潔四次，有些公園一天也未必有一個人使用，這要求又是否需要呢？

答：大家的處理會不一樣。

答：不過我們 **internal** 有些指引就不同 **performance** 也有 **checklist** 來進行 **inspection**。**Internal** 也有 **audit team** 來 **review** 我們的服務，做法都比較類似 **indicator**。

答：即是我們 **internal** 有些指標，可以方便同事做 **operation**。那些 **inspectional frequency**，或是 **contractor** 巡視的 **routing** 有多少 **checkpoint**，這些其實也是一類指標。這點其實也要看 **resource**，**resource** 多的，我則做多一點；**resource** 少的，我則做少一點。我不能無了期的做這些事。要提升 **performance** 就是需要 **resource**，需要錢。至於那些不需要錢的，我們可以在現在的 **resource** 轉動，我們可以繼續做。

問：即是指標需要視乎場地的條件？

答：我看不能只有一套指標，每個場地各有獨特性，也有不同對象，使用率和 **resource** 也不同。例如，偏遠地區的公園可能十年也不會去，它們的洗手間的清潔度，它們的 **frequency** 一定不多，可能一天只清潔一次。但若是我們的公園，使用率是很高的，**anytime** 也要清潔，我們則需要設置一清潔工職位在這裡，所以大家的要求是很不一樣的。

#### 10. (附加)遊人會否爭用設施？

答：若說是大衝突，以我工作的日子，我則沒有看過，也沒有聽過。很多時候客人之間互相遷就可以解決得來。**General** 來說，有些位置可以做得更好。譬如，路徑可以更寬闊一點，設備更大一點。這點要有公園設計時，靠我們的 **planning section**，如行人路要多闊，**area** 要多大，幾遠要有一個，這些都有 **planning** 的 **standard**。

答：最多可能是在晨運時，有些外藉人士在做早操，另一方則本地居民在耍太極，或由於文化關係，大家都想用那個地方。就這情況，我們都作出了溝通，希望雙方平均地使用，不要一個團體霸佔整個廣場，大家都接納的。

答：我們安排他們 **stagger** 分開他們就可以解決到問題。當然，現在那廣場封了，他們沒有了設施可用，但我們也有在封場前幫他們安排了一個 **alternative**。當時或許會有衝突，但我們預早與他們溝通，他們也諒解。很行運，我們沒有甚麼衝突。

## **Park manager M108**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：我認為香港的公園主要是不收費，令所有市民都可享用。位置上也覆蓋了很多地方，每一區的市民都可以在很短的路程已可以使用得到。而我們的 **nature park**，即大型公園也不少，所以每一個市民都可以使用到我們的公園。硬件上是多元化的，我們有免費使用的球場、給小孩子玩樂的設施，近年也增設了 **elderly** 的設施。還有些硬地的滾軸溜冰場，這些都是免費使用的，所以硬件上也算多選擇的，即一般的需求也應滿足得到的。

問：依你所說，多元化的設施、免費與及位置都是香港的公園優勢。

答：沒錯。

### 2. 香港的城市公園缺點是什麼？

答：近年來，我認為在兒童設施的選擇上出現些限制，限制是來自考慮市民使用時的安全。在這點上，我最近也留意到一些意見，趣味性似乎降低了，因為需要考慮安全，所以怕選擇一些較 **challenging** 的。加上香港市民也要求甚高，每每向政府投訴。你或許也留意得到，我們所有的兒童設施也有安全地蓆。當然這也符合了許多標準，如設施達某一高度時，下方的地蓆必需要多厚，這些一定是做到的，可是則沒有像外國的那樣自由。譬如，我們看到外國的公園很多時是沙地的，設施也在沙地上。你或可想像，小孩在沙地上玩耍時，跌在地上，皮膚便會擦傷受損，但香港則不會再出現這些情況，設施一定在地蓆上。設施若有繩索則盡量避免，因為繩索或會絆倒小孩子，這也會受傷。

問：我想這也是一體兩面，限制了 **option** 的同時其實也是一好處，都是保障 **user** 的安全。

答：是可以這樣理解的，但也得找一個平行點。以往我們玩的滑梯是很高的，是很好玩的，但現在的滑梯一定是很矮的；鞦韆也少了。

問：即使是有鞦韆的，設計上也不同了吧。

答：這個其實是有選擇的，有些是可以選兜形設計，對 **toddlers** 來說是安全的，其實還有以往以一塊板設計的，但光是選擇放置鞦韆來說則少了，這可能是有些 **venue** 是較小的，我們要考慮 **safety margin**，這點是可以理解的。只是於由公園場地較小，鞦韆則不是很多，但就整體而言，在兒童的 **play equipment** 的選擇上是較保守的。即有些較 **challenging** 的，會先考慮是否有機會受傷而盡量避免，這便成為限制了。

### 3. 是否有機會改善香港的城市公園？

### 4. 香港的城市公園是否面對著任何威脅？

答：我估計有些場地會因為增加了地鐵的網絡而令人流增加了，這點對這個公園來說未必受惠得到，而且也可看看個別社區的，以這裡來說，一來是低密度，人口也是較老化的，沒有很多年輕家庭，所以我們也暫時沒有這類機遇，應該不會突然間有很多人往這裡來。整體上，我們也有一些方向跟隨着的。譬如，以往的 **signage** 是較沉悶的，所以我們也會在 **signage** 上設計得 **interesting** 一點、**colourful** 一點、設計新穎一點，令大家來到也不會覺得所有東西是千篇一律的。

問：順帶一問，有些 **activity** 在 **signage** 上未必有限制的，但也不能在公園進行的，有些說法是不希望寫着太多項目，令人感覺諸多限制。但其實沒有寫出來的項目也可以禁止進行

的，因為內部有些 **internal guideline** 是有列明的，如放模型飛機，**signage** 是沒有的，但 **manager** 或 **security** 可能真的會出來禁止，你覺得這情況如何？

答：這是很重要的一點。**Signage** 也是我們要拿捏的，有市民的意見是我們沒有說不能做，但也禁止，但其實也有另一意見是，市民來到公園是為了 **relax**，是 **leisure** 的，但若周圍也寫着不准這、不准那，其實也會影響他們的興趣。我則會這樣看，其實我們康文署是按 **Pleasure Ground Regulation** 去執行規例。若我們要執行時，**Based on** 這個規例是 **ok** 的。我又覺得可以在公園張貼 **notice board**，若有市民不清晰則可以解釋，我則認為應當減少 **signage**，但若有些具爭議性或是經常發生的，則應當有 **signage** 讓大家都知悉。另一些，如不准攜帶狗隻，若要提出訴訟，其實也需要在入口設有 **signage** 才可以進行訴訟。有些是法例規定的，有些則是我們針對某些問題而設的，我則認為 **signage** 是可免則免的，是需要多方面考慮的事情。

問：依你所說，說是有些用 **notice board** 會比較適合，不似完全禁止的，而家 **user** 有不愉快的覺得，所以 **notice board** 會比較適合。

答：是的。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：大轉變來說，這兩年則不多，我在另一公園工作的時間較長，在這些日子也能看出若干改變，例如在場地用料上，因為我們若需要作場地翻新，以往舊式的地板會使用混凝土，翻新時則在行人路上使用 **paving** 可方便維修。兒童設施以往會用木椅，現在則有環保木椅。還有一些較人為的，因應區議會的要求，很多場地都增設 **shelter** 之類。

問：那麼，是否區議會的參與也增加了？

答：是的，成立了區議會之後，區議員是可以參與社區的角色，所以我們有很多工程也會在區議會中討論，議員當然會有他們的看法，也有些他們的選民的要求，他們也需要幫忙安排，所以現在是多了區議員的意見。

6. 公園管理工作中，你認為最困難的部分是什麼？

答：我認為最困難的是我之前工作的公園，它是二十四小時開放的，有些涼亭的地方。有涼亭設計是很好的，但它的壞處就是有露宿者，其實也不只一個公園的。我們是希望公園可以保持清潔的，因為有露宿者出現，環境便會差起來，可是很多時候露宿者不是容易溝通的，往往是可能精神有問題，我們只好 **refer** 給社署處理，但他們的跟進也不如他們所想，有些人是拒絕接受幫忙，有些是不懂如何可以溝通的，使問題變得根深蒂固。當有露宿者在公園駐紮，問題便很難解決。

問：以你的經驗，露宿者問題在哪裡會出較常見？

答：我也不敢說這是否很嚴重的問題，我也沒有比較別的區份。在九龍公園徑兒童遊樂場、佐治五世紀紀念公園會比較常見。這也是管理上的一大挑戰。另外，近年我們的清潔及保安服務也外判了，以往是政府公務員的工作，後來包括清潔、園藝和保安也外判了。外判員工則較合作，奈何這些外判公司或會因為商業上的考慮，未必可以達到合約上的要求的規定派足夠的工人工作。我們的園藝合約公司是有不足的，都是因為最低工資所致，我們發現最低工資引出了一些問題，就是有些公司聘請不到員工，因為在同一薪酬之下，工人多了很多選擇，所以如園藝工作，需要日曬雨淋的，會較難聘請員工，清潔員工也是一

樣，他們聘請不到員工時，與我們的合約內容便未必能夠 **fulfil** 得到，因此影響了服務質素。

問：你會視這是軟件之的轉變嗎？

答：清潔、保安早已在外判了，園藝也是，但還未全面外判的，只是越來越多一些老伙記退休，現在也幾乎全面外判了，如在九龍仔公園則還有非外判員工，但外判員工的比例則越來越多。

問：即是外判工作是很久以前已是這樣嗎？

答：是的，很多年了，但我也不知是多少年了。不是近年的。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：是可以持續的，因為我們的地肯定不會被收回，又有特定團隊在照顧着植物健康生長，硬件方面也有建築署幫忙我們保養維修及進行一些大型的改善工程，有這麼多支持，這個公園是不會消失的。而在市民的使用上，這區的人口不是十分密集，但我們也有一班常客，所以我也不會擔心有一天大家都不來這個公園，始終公園都是受歡迎的地方。綠化的環境在香港已是越來越少，特別是在市區內的大型公園其實並不多，所以這也是這個公園的優勢。

問：有些公園是很 **proud of** 自己可能有多一點資源的，現在已在進行翻新工程了，有些則希望進行翻新，奈何資源不足，這個公園是屬於哪一類呢？

答：資源上其實在兩個 **source**。一是來自建築署，另一個是來自區議會的。這個公園是這一區的其中一個場地，所以資源調配需要看整區的需求與及是有優先次序的。區議會的資料一定是區議員關注的場地的項目優先。接著的當然是一些陳舊的而市民有意見或投訴的也會優先。因此，資源分配便需要看這些因素，沒有固定年期翻新，或某一公園一定拿到多一點資源，不是這樣的。

問：這公園會即將有工程展開問？

答：我們的人造草場已在排隊，也有 **schedule**，即使這樣也可能會有些延後，但應不會延後很久，因為這個場地已使用了一段時間，為了保持它在一定水平之上，所以在這個公園內，這項工程會是最快展開的。

問：想追問一下，剛才說了區議會的情況，哪麼建築署的情況呢？

答：建築署與康文署其實是有一個撥款是他們可以控制的。以往在沒有區議會的年代，建築署便會定期進行各項工程，後來有了區議會，安排次序便會不同了。我以前工作的公園，算是 **major park**，會與建築署有緊密的聯繫，直接討論並按需要申請撥款的方式。建築署會衡量手上的資源應放在哪裡，我估計它們就是按他們管理的場地需要來決定哪一個需要翻新，當然也有些資源是準備一些 **ad hoc issue**。這是以往的情況，而區議會出現之後，由於它們是另一撥款來的，所以很可能最終的工程是多了的。

問：若公園想進行某工程，便可以向兩面申請了。

答：其實現在要做 **improvement** 主要都是向區議會申請，因為一般工程需要的資金是很多的，加上所進行的工程都希望是區議員所關注的，所以我們都會向區議會申請。建築署的資源漸漸成為則偏向負責 **maintenance** 較多。因為 **maintenance** 也消耗很多錢的。

問：也是的。即 **maintenance** 未必是翻新，可能是保持一些日常維修.....



答：日常維修不需要錢的，如一塊地板損壞了，這類他們已預留資金使用。倘若，如游泳池，游泳池是每年要 close 一段時間進行 maintenance，這類工程我們是不用向區議會申請的，建築署會撥款使用。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：如果你說的是一般的多少洗手間、多少燈 lights level，我們是有標準的，即我們在設計新場地時是有 guideline 的。這些都一定會符合的，因為我們要考慮安全因素。燈光照明洗手間這些是基本的是有的，另外關於公園綠化的 coverage 也是有指標的，這是標準的，但若是市民的滿意度，這是較困難的，因為公園要在興建後，才有市民的參與。若然市民對公園不滿，他們可以怎樣？公園也照常運作，所以我不明白這些指標的意思。

問：如市民對長者設施是有意見的，管理層便可以就市民的意見去改善。

答：這類來說，其實一直也在發生的。公園要出現了才會有人，有人了，他們便會對公園有不同意見。他們的意見或會透區議員反映，這便是因為他們的意見，才出現之前所說的區議會撥款。也得考慮很多因素，如他們想做的事，是否可行。如市民覺得樓梯不方便，可否做一台升降機。建升降機是所費不菲，是否 feasible，這些我們都會在收集了意見後去做的，如果 assess 過是可行，也有經費，便會進行。因此，現在 existing 已有渠道的。

問：也就是說，既然已有 existing 的渠道便未必需要康文署的內部指標？

答：沒錯。

問：即使如此，你們在管理上是否使用過某類型的指標？

答：我認為在設計上有準則的，但在管理上，我則想不到可以有甚麼指標。

問：是否都只是關於 safety 呢？

答：要是 safety 的，其實也是在設計時已考慮了。若事後還發現有些需要 improve 的話，其實也會盡快處理，無論是我們發現，還是市民發現，總之只要是關於 safety 都會先處理。

問：可否理解為管理上是沒有指標可跟從的，只是就個別情況去改善，則沒有 standard 跟從呢？

答：我認為很難設有 standard，因為一直有的 standard 就是按着 safety standard 的。因為公園都是建築署設計的，所以在設計階段已盡量考慮所有因素，避免了你說的危險情況出發，除非是事後發現的。即使如此，在交收的階段也已進行了修改。市民接着的意見，則要看當時是否可以跟進了。

10. (附加)遊人會否爭用設施？

答：有的，正正就是在緩跑徑上。我們有一條戶外的緩跑徑，公園的通道不是很多，但有時行人會行在緩跑徑上。當有人在跑步時，便會覺得市民阻礙他。即是跑步人士覺得行人不應行在緩跑徑上，行人則覺得我在行路，為何有人在跑步。這便會相方也出現不滿，以往我在另一公園工作，那邊的問題則出現在單車徑上，很多行上行到單車徑上，便有人說單車徑本來已很狹窄，行人在行到單車徑上，是很危險的，要我們跟進。奈何我們受到資源限制，我們的 security 人手不足，這點也很難處理的。

問：以這個公園為例，其實是緩跑徑也是通道一部份，所以行人也不是故意走到緩跑徑上，除非要它路徑也分為步行徑和行人路，但 **which is not feasible** 的 ...

答：沒錯，所以不能解決的。你或可看見，我們在地面上是有分隔指示，但沒有 **physical boundary**，所以跑着跑着便會跑到行人路上，行着行着也會行到緩跑徑上，所以便會出現這個問題。當人多便會有問題。

問：還有，實際執行上是很難分別的，很多時，跑着跑着也會步行一會。

答：所以難道可以要求保安在看著，我們沒有這麼多人手了。

問：也想問及關於人手編配的，有些公園則表示他們人手不足，就康文署本身，不計外判工在內。其實這個公園是否也有這樣的情況呢？

答：會的，尤其是一些收費草場，當在打風日子，市民便會詢問是否封場之類的，**suppose** 我們的 **office** 是會有人回答這些 **enquiry** 的，但公園範圍很大，外面可能也有別的事情發生中，他們也有一個角色是要巡邏公園的。我們是有分開上下兩更的，有時真的無可避免會有些時段是空缺的，因為他們也有正常 **dayoff**，有時他們也要放假之類，所以會出現人手不足的問題。

問：這會與外判有關嗎？若沒有外判，人手會比較 **flexible** 嗎？因為沒有外判，人手會多一點。

答：不是的，因為在管理層上是沒有外判工的，但本身這公園的人手是較少的，這是一個特別 **case** 來的，通常大公園人手是很充裕的，但這個大公園，佔地不少，但管理人手不知何解是較少的。在公園設置工作職位時，可能從那時候開始，設定的人數較少，便沿用至今，所以有這個人手問題。

問：可否透路管理人手數目？

答：在寫字樓負責管理的，有一位經理，一個 **AA1**，一個 **AA2**，得三個人，接着的便是一些同事來彌補他們的假期。三個正位。外邊的 **workman** 則不算在內，他們也是政府工，所以管理的就是這幾位。還有 **CA**，則做一些 **booking** 和接電話之類的，**CA** 則有兩位，可說是 **office** 是有五人的。另外，區是有替假職位的，是幾個場地合用的，但替假工的安排也是不足，即有些日子是會空缺的。

問：我個人意見是一個這樣大的公園，只有三個是算少的。

答：是的，關於人手的詳情，你可以再問 **hanina** 再 **clarify**，因為以我記憶所及，主力便只有這幾位。其實一更有一個人 **in charge**，因為 **hanina suppose** 工作星期一至五，但你或可想像，星期六日時，經理不在，兩位同事分別負責一早一晚兩更。若他們放假了，則要找替假工。若找不到替假工，便會出現空缺時段。

## **Park manager M109**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：好的地方... 公園上有甚麼好的地方？提供到一個真的... 真的提供到一個 **area** 給市民去... 散心、去享受寧靜的環境。因為始終我覺得公園的選址是很重要的，在一些我們康文署不同的場地，公園是比較市中心，或者圍住住宅。以我這個公園為例，其實都是一個好好的 **example**，周圍都是圍住一些大型的住宅，其實這些就是可以給市民一個個好好的休閒地方，亦是一個免費的休閒地方，讓市民享受。這個就很視乎興建公園時選址在哪裏。

亦都有些公園較為偏僻少少，可能只不過是它未發展到周圍都是住宅，如果當它周圍都發展了住宅，都會有這個 benefit 出到來。我們這個公園好處是，真的好好提供到一個綠化的面積在市區裏，周圍都是高樓大廈的地方，就會有一個綠化地區讓市民休息；或者星期六日家長會帶小朋友來兒童遊樂場設施去玩，在一個親子時間提供到給市民娛樂—我認為。不過... 情況就是這樣子了。選址上是好的，但在管理上，如有太多人出入都有麻煩的。硬件上公園做得好不好，即是設施吧；設施上，公園的設施做得好不好，我會覺得新的公園... 因為我們這個公園都已經開得久了，都 97 年開到現在，一些舊了的公園，有些設施... 都是靠一些修修補補方法去 maintain 那些 facility。你說要... 始終有些東西用得久了，是會有些問題出現。當有些問題出現的時候，就要用一些其他方法解決，即是可能沒有找到這麼多錢去重新裝設設施；又或者需要整合設施時需要很長時間維修，那段時間就要 close 了那個 facility，那麼市民又會有一些反應覺得令到他們做不了某些事情。這些都是我們在管理上面的一些困難，即是會導致這些問題出現，在設施上面。即是那些設施做得久了的話，就會麻煩了... 在保養上面。

## 2. 香港的城市公園缺點是什麼？

答：公園來說，其實我反而覺得有時候... 我們真是太過雜碎，我們部門、我們的編制上，即是人手，你知道政府會有 posting，因為有很多同事... 你想想，管理一個公園、一個 sports centre、一個泳池，你的 facility 是完全不同的。但你可能說，這個 post 做公園，下個 post 做 sports centre，設施處理不同，當你人的流動性，經常都是調來調去的時候，某程度上我覺得都會影響到表現和管理上的情況。即是他人職是沒有經驗，我反而覺得個 weakness 是這樣子導致影響了 quality。經常 posting 是個問題。可能有些同事，他們真是很專業去管理泳池，例如很熟悉泵房的運作，你可能到公園，就未必個個公園有泵房，可能有些公園有個人工湖，例如我個場都有，但那套 system 又可能完全和泳池的不同，那個 standard 完全不一樣。泳池... 真的會有人游，公園就有氾水，circulate 到就行了。因為經常都有 posting，所以就會有人才流失，又或者浪費了一些經驗，那些經驗 pass 不了給下一手。可能會有 hand over，有人 post 走的時候，但是就真的是，未必過到全部資料給下一手。我覺得這些是整個部門的架構的情況會導致... 其實這個 weakness 未必是只出現在公園，即是在 sports centre 裏有個專做 sports centre 的人，是很有經驗的；但下一手他 post 去別處，跟 sports centre 無關的。又會導致了有這樣的情況出現。我會覺得就導致了一個 weakness 出現。

問：我總結來說，就是你覺得可能公園的 weakness 都是一個縮影來的，似是康文署本身個架構的 settings，就可能—如果管理公園就可能面對人才流失、技術流失這樣子？

答：是的，我會覺得是。即是例如我個公園有甚麼技術上需要，公園要有很多植物，一些 horticulture 上、樹上面的管理經驗，有些同事會真的很有經驗，甚至有些 case 是，因為我們部門都有樹隊，樹隊真的是專看路邊的一些樹，但是他可能真是儲了很多經驗在工作上，但下一個 post 突然把他扔到一個 sports centre，sports centre 可能一棵樹都沒有，他之前儲的經驗不就浪費了？可能部門宏觀上來看，就想每個同事都熟悉所有事情，但是某個程度上是太樂觀了，未必做到，而且興趣上同事都難真的喜歡全部... 因為工種實在太多，場地每個設施都有不同的要求，或者需要。我會覺得這個情況是麻煩的。所以有些情況，有些同事新 post 過來，他又真的沒有這個經驗。但說到我們現在塌了樹之後，政府對於樹木管理的要求更加大，現在都 set 了 qualification 給我們某些同事才可以做 tree assessment 的工作。可能新的同事來到我們公園，要管很多棵樹，但又未必做到 tree assessment 的工作，因為他達不到那個 qualification。因為他可能年資不夠，那些東西要怎樣解決呢？其實

是部門把個波踢了下來，要我們自己解決，但有時給我這個人，我是做不了就真的做不了。或者我們自己照想其他辦法。所以...

問：他下到來，你還是要跟他們合作吧？

答：是的，所以他可能是一張白紙，但現在部門要求，甚至整個政府有個發展局是要樹木園境、綠化園境樹木辦事處這種機構—這樣的部門，是發展局的層面來，它是處理 **policy**。它 **set** 了一些 **guideline** 下來，要我們全香港的政府(部門)都要跟份 **guideline** 做一些樹木管理的工作。包括我們康文署，當管理樹木的細節要跟住份 **guideline** 去做，我們就需要每一年做一份樹木風險評估，就 **assess** 樹的安全、要去做一些 **report**。去做這些 **report** 的時候就要達到某些 **qualification** 的人，即是可能有一些 **quali**、例如有些牌或者有一些年資，其實一路不斷 **upgrade** 那個要求。但是問題就是 **posting** 的情況下，那些場地的同事讓一些沒有這種 **qualification** 的人上工，他們又不考慮清楚場地有沒有足夠的人做這些事情，就把那個人扔下來。我們怎樣去解決呢？那個人根本做不到，又沒有錢在出面找其他人做，就會根本 **meet** 不到他們的 **requirement**，有時候有機會。我覺得這些會是一些問題，在我們裏。當你的 **qualification** 不好的時候，你又要去管那些東西，就會有一些 **weakness** 出現了。

問：其實聽你所講，未必只是 **weakness** 這麼簡單，可能未來來說都是一個挑戰來的？**Keep** 住都會有這般情況？

答：是的。如果... 如果部門沒有想到一個辦法解決，一來如果追不及它的 **upgrade**，即是那個 **qualification**，因為它會不斷 **up** 上去的嘛；如果我們部門裏面的 **manpower** **meet** 不到、追不及那個趨勢，那麼其實真是會有一個很大的隱憂在裏面。只不過在公園裏面，主要在說樹這方面，因為樹會有這般要求，樹就可能公園會有較多這般情況，我們就會有如此的挑戰出現。加上很多時候，它就會要求我們由 11 月尾就做到 4 月頭... 這麼短的時間去做，要我們這些 **report**，其實很困難。我覺得，即是在這般 **restricted** 的 **manpower** 情況，是會這種困難。

問：**Restricted manpower** 和 **restricted time**？

答：是的。他 **set** 這些 **time** 都是有原因的，理論上，但是他可能真的未必那麼徹底認識全部場地的問題，即是人手上的問題。加上 **posting** 上面動一動，我不知道他們上面有沒有考慮到這些事情，即是動了一個人，本身足夠 **qualification** 的場地人手，但可能 **posting** 是在說 **within** 半個月內就會 **post** 走一個同事，突然通知你「我們會 **post** 走這個同事」，要 **post** 了但我們未必安排得及、怎樣去反應。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

答：其實在我自己的想法，我覺得我們康文署公園最主要達到的目的，都是服務該區的居民為主。你說，是否真的要吸引到其他地區的市民去跨區去第二個公園，當然如果公園有些特色的，他去的話也不是恆常地去，他可能都是特別來一兩次，在一些特定花期的地方。我們的公園有一些特別的植物，那段時間可能開得很美，可能會有市民跨區來到參觀影相，可能都是來一次半次，是一個 **shorter period**。但如果你說到 **overall** 整個公園是主要 **entertain** 周圍的居民，**maintain** 一個好好的 **green area** 給市民有一個休閒的地方去休息，所以你說會不會有一些特別的 **program** 去... 例如要搞一些 **guided tour**，說真的你身邊的居民經常都會經過你的公園，其實他都很了解你個公園有甚麼，所以我又覺得一個公園的確有時候我們要想一些做法 **attract**、提供新鮮感，就不要忘記公園原意是要給附近的居民有一個寧靜的環境去享受。因為你有時做了一些 **attractive** 的東西，其實會有一些反效果，回響

很大，但很多人來的時候，影響本身那區的居民一個寧靜的環境，有時候可能不喜歡那麼多人來他這個區，很受影響，未必是一件好事。但部門我知道有時候就是想有些 effect，有些 positive 一點的感覺，但我會覺得最主要是... 即是可能有些設施可以定期去做一些翻新的，即是加一些新的設施給那區的市民，但可能真是要衡量假如設施的使用量真的不高，真的可以將設施換成一些更加吸引人的。但是如果你說經常都要做一些質質然的變化，其實對於公園或者市民未必是好事。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：轉變，設施上的轉變... 我會覺得是有一些 problem 上的... 解決了某些 problem 上的事。例如可能我們有時會收到有一些議員的反映。或者一些市民的反映，說有些設施不夠，我們都會嘗試跟其他部門研究會不會加一些設施，例如健身站的設施反映是不夠的，我們都會嘗試會不會有一些新的地方，可以再加一些設施，令到那些設施可以提供到足夠的數量給當區的居民去使用，這樣子。我們... 你說一個大的轉變？我們場地都是一些這樣的改變，例如可能某一些設施上的一些改變，又或者... 大的改變... 例如可能在... 因為我這個場都曾經試過一個問題，經常有單車。因為我這個場通常都會有幾個給人投訴的問題，投訴單車在場地裏踩、又多人食煙，其實有些真的很靠... 因為我們這個場的特色，和附近一些設施連接得很近。例如說到旁邊的商場，一行出商場門口就是我們公園。又或者附近住宅，一落街就是我們公園。我們場地某一個特色就是有些位置真的很像一條通道，我這個公園除了某一些部分之外，真的寧靜一點可以給市民享受，有些位置就是很主要的通道，上班下班是一定會經過我們公園，方便他們。如果他們不經過我們公園，就要兜大圈，先可以去到對面。這樣的情況就衍生了一些我們管理上的問題，例如有市民不清楚 boundary 在哪，他食枝煙一行就入了來公園。但我們始終公園有些法例去 bound 住不可以做某些事情，例如踩單車、或者帶狗入來、又或者食煙，這些都有香港法例說了不容許這樣做。我們... 有些市民就很不合作，不合作或者不清楚，但是一般住得久都知道，我們都有其他途徑讓他們知道有些事情不能做。我們之前就例如有一些附近的商場，它有一些商店在裏，又或者有投注站。你知道投注站有些日子就很多人蹲在那裏賭馬，他們就蹲在公園賭馬，賭馬就一定食煙，就衍生了很多這些問題。其實這些問題就隨住——馬會可能以前在地下，搬高了到一樓，就少了人在地下聚集——其實這些問題就陸陸續續改善了。又或者有些情況，附近有間餐廳，它後門就直接連住我公園，後門一出來就是我公園範圍。該餐廳就會有很多送外賣的情況出現，有很多單車停泊在公園裏。送外賣的人就踩單車去送外賣，他下來就直接踩單車踩去他要去的地方，經過我們公園。之前就面對住很多這些問題，但是又不知道為甚麼那間餐廳甚麼問題，它已經屹立很久了，就不知道為甚麼上年結了業，問題又解決了。這些是一些細微的改變有發生過，可能... 我不知道市民會不會觀察到，但我們在管理方面，就會因為這些改變令到我們易做了很多。有些情況就會是這樣子。

問：不過可不可以理解成很被動，剛巧它結業了？

答：這些是相對上被動，但我們都有一路跟他們干涉，有 send 過信給他們，但始終如果不合作，我們唯有都是靠執法去做。我們都會定期去執法，例如如果他踩單車，他違法我們可以票控他的。其實我們都有定期做這些，始終票控這做法只不過、檢控只不過工作上一個很小部分，我們不會長時間做這些事情。而且我們不常一個很專業的人士去做票控這工作，例如你說警察、食環署那些，他們就長年累月都是做票控這工作。而在我們工作的 duty 裏面，則是一個很小的 part。所以有時候市民——有時候有人過來投訴，給點壓力，我們就要做一些執法行動令他們覺得有些阻嚇性。但阻嚇作用其實不是很大... 很大。至於你

說很大設施上的改變，在我的任期裏，沒有一些很大的設施改變，但有些設施上面細微的地方去調較，例如... 因為你要整個大的設施去改動，不是一件那麼容易的事來的，亦都要一個很長的 **Planning**。如果我上手無 **plan** 落，那麼我也不能做的。這個都是一個 **posting** 的問題，因為別人可能幾年就 **post**，但有時你落到去場地，結構上的問題，上一手無去解決到的話，你只能做一些叫做修補，或者你開個頭，等下一手幫你去跟，就會有這樣的情況。如果上手無特別開頭，來到你手你也只能開，但開得來你都要等幾年，你又要和建築署提到會有申請一些 **funding**，那麼不是這麼快會有 **funding** 撥到下來。那麼就可能做一些短期的、快捷的方法先解決了問題。即是有些問題... 長遠的問題不能解決到，一些折衷的方法去解決問題。如果你問我這個場有甚麼大改，即將其實我出面有個人工湖，那個都算是我上一手留下來的，因為... 其實都上很多手，弄了很久，我那些 **railing** 原本是鐵的 **railing** 來的，因為有議員就反映那個外觀不好，加上讓人感覺似坐監，因為周圍都是這些 **railing**，一條條鐵的，他就想轉一些玻璃的 **railing**，現在就終於... 其實現在一直都在做一些 **mock up** 或 **trail**，做出來的效果都 **OK** 的。在我任期時就做了一些 **trail** 出來，跟住現在就將規模推展到整個人工湖圍住就會全換玻璃圍欄，接着就會下年(編按：2017)2月就會開工做第一個 **phase**，整個 **project** 就有 4 個 **phases**，預計就下一年中秋就會全部完掉。這些都算是一些較大的改善工程。加上鋪地磚，你都可以算是大的工程，不過在公園裏面鋪了很多年都未鋪完，因為個場太大，但都正在一路做、**keep** 住做，有時候鋪到... 第一個 **Phase** 鋪過都開始爛了，因此我相信這個工程是會 **keep** 住一個循環去做。因為我這個場大，不可以每一次封太多地方，逐 **part** 逐 **part** 做少少。我個場有十多公頃，你做完整個場之後，可能第一個 **Phase** 的磚又爛，它又要再被換了。其實我相信這個 **project**，會 **keep** 住在我這個場不同地方換(磚)。

問：可能做完 **phase 4** 又做 **phase 1**？

答：是的，這個換磚不止 4 個 **phase**，有很多 **phase**。因為它一來每一次都沒有、不會有這麼多的人手下來，同時我又想將影響縮到最小，因為我又不希望將來的路封了。因為我這個場有個特色，就是真的會有很多市民會經過的，我封了可能真的會令市民不便。我們的考慮... 我們都會在工程上考慮一些這些因素。

#### 6. 公園管理工作中，你認為最困難的部份是什麼？

答：你說我這個位置，還是整個公園？我會覺得是，我這個 **position**，**staff** 的 **problem** 會是最大的問題。我想如果，因為講真，我是前線的經理，即是我上面還有很多經理，我的工作都不是實質落手落腳去做，而是管住那些人去做，所以我下面的同事不是... 麻煩、**problematic staff**，其實整件事就會很大問題，所以最大的挑戰就是去管 **staff**。如果個場的 **staff** 是 **OK** 的，班底是好的，其實我的 **workload** 都會小很多，即是要 **deal with** 的都是問題都會小很多。這個是需要時間去磨合一來，新來一個 **Post**(的同事)可能都要跟其他同事熟習大家的工作，個 **Pattern** 是怎樣，或者慢慢將 **problematic staff** 怎樣教好他又好、調走他又好。當你個 **staff quality** 好了的時候，其實就會幫到你解決很多問題，所以這個都是挺大的挑戰。我的部門都相當多這樣的同事，我不知道其他經理有無都和你說這些事情，哈哈...

問：他們通常說都是除了是投訴之外，也主要... 不過是人手少的問題。因為可能很多事情...

答：但其實這種事，因為我們真的很多工作要做，尤其是我們經理這個位。自從——我知不知道——我們這個位是 **merge** 了 **grade**，即是以前我們曾經有分 **AO** 和 **RSO**，**AO** 僅僅負責看 **facility**、**RSO** 就只搞 **program**。自從不知零幾年，就將這兩個 **merge** 了變做我們現在這個 **ASM grade**，而我們這個 **grade** 的經理是要搞 **program** 和 **facility**，包括市民每個月可以

報的 recreation program、太極班、足球班、足球訓練班，都是由我們經理搞。但是這些活動班，其實一般來說，都不太多 AA support，即是我們下面的員工 support。我們是要靠自己請 part-time staff 去幫我們搞這些 program，但同一時間，我們又要搞 facility。其實我自己個人就覺得不應該 merge 這個 grade，當然我是 merge 完這個 grade 才入職，我是知道的。但是你說要做好一件事，我覺得這樣太雜項了，你做得太多東西是散件的，你不能 focus 去做一件事做得好，即是我分配時間上，都分配不了這麼多出來吧！Facility 方面，就真的很視乎下面的員工，因為下面的員工專負責 facility，因為他們是 AA 同事、下面的各職級，他們真的幫你看場地的。倘若他們已經工作得很順利，懂得如何向我報告，工作量便會下降，但若他們工作得不順利，我則需要花上很多時間，但同一時間也得管理好那些 programme。Programme 只得我會處理，他們不會幫助我的，這便麻煩了，所以我覺得若同事們是可以的則會很好。因此，problematic staff 是要重要的一件事，而我們部門的確是有很多 problematic staff，所以是煩的。如我這裡沒有 CA 同事，有些 CA 同事、AA 同事或者 Workman 同事會經常有 prolong sick leave。本來的人手已經很 tight，但又有同事有這些 prolong sick leave 或者有些經常 MA，去看醫生，或者不上班。工作還需完成，則分配給其他人做。有時一次半次是可以，但長時間也是這樣，同事便會覺得不公平。大家同工同酬，你這樣的話，我也這樣吧。這便煩了。所以最大的挑戰便是伙記們是合作的，他在 facility 工作得好的話，則管理得好的話，投訴也會少點的，所以我個人認為問題源頭是在 staff 上。即如果 staff 好的話，所有事都會慢慢好過來；若 staff 不行，管理場地不善，投訴也會接着來，最後所有事都擁着來，所有事也得解決。我覺得 problematic staff 是最大的挑戰。因為雖然我是管理場地的，但真的落手落腳做的不是我，是我管着他們去工作，所以若果伙記們聽話便很好了，或者 fit 的便好了。若他在某方面很有經驗，會幫到我很多忙的，所以也得了解伙記們的強項在哪裡，便他們安排到該處發揮。

問：所以你會認為 staff 是最大的困難？

答：我覺得是的。

問：聽你這麼說，另一個問題便是 ASLM 這個 post 管理太多事務？

答：我認為是的。始終 facility management 和 recreation programme 根本是兩樣東西，即使是在大學課程，即使是物業管理的工作也好，是一個 issue 來的。Recreation programme 可是在說 sport 或 recreation programme 也有 degree 的。這樣便像是在做兩個 degree 的工作了，所以這是根本地兩個範疇的事情，所以我們的同事就不會...我知道長遠來說，他們一直晉升便會開始分 stream 的，即以經理來說的話，即若在某一方面比較專門的話，會安排到那些工作上，但始終在開始工作時...在這個 stage 會很困難，或者很難做得好，但真的實質去 serve public 是我們最 frontline 的，上面那些不是的，他們只是製造 policy 給我們，叫我們怎麼做，或者 set requirement 叫我們如何去做，但實質的是我們。我覺得是有這些情況出現的，即有這些問題了，但這些則很宏觀了，我解決不了。

問：明白。即有市民和區議員反映意見的話，其實也是與 staff 有關係的。若 staff 能夠解決的話，投訴應會減少的？

答：有時會覺得有些 nonsense 的投訴。嘗試解釋的，市民對我們的要求越來越大，很多事情市民會認為是必然的，是這樣的。即市民會些無理的要求，則要看如何向他們解釋了，若有些真的很無理，我們也不能 entertain 他們了，但有些其實...有些區議員的角色是很惹笑的，他們有些事情是不 filter 的，即有些是明顯不合理的事情，市民對他們說了，便 pass 過來給我們，我們也只好向他們解釋。有時這也是加重了我們的 workload，即明顯是 nonsense 的事情，他們其實也有角色可以解釋的，但他們要 pass 過來給我們，我們則要與他們解釋，這則花很多書信上的來往，花很多時間去處理。

問：那些都是寫書來往為主，即投訴也會只是給你電話...

答：不是的。有時是電話來的，也用電話回覆的。很多這些 admin work 會浪費很多時間。不過若場地管理妥善，投訴也會減少的。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：sustainable 的意思是指服務水平？

問：或者是管理水平...

答：即會不會有大改變？

問：即有些事可能突然影響到管理水平之類...

答：我想這要視乎會不會突然有很多 duty 要我們去處理了。即如可以做很多事的，如可以不斷增加設施，卻不增加人手；增加 duties，如 tree assessment，可能最基本要一年做次，若突然把 requirement 提升，一年要做兩次，老實說，我們的同事和能用的時間便是這麼多，但若他不斷增加 duty、不斷增加 job、增加很多 programme 給我們，人手又是這麼多，時間也不過是左撥右撥吧了，一方多了，另一方必然少了，quality 是一定下降的。之前，我們部門 budget 不足，要 cut 人手，如清潔工、保安工，減少了人手負責看管場地，或清潔的人手，這樣清潔的 quality 會必然降低，所以 sustainable 與否則要看會不會有很多 additional...或者 policy 上的要我們去改變，很 straightforward 的要 cut 人手，怎會沒影響。少了清潔的次數便可能增加了投訴，投訴多了，我們也多要回覆，所以我們便花了很多時間解決投訴問題，我便少了時間去作改善公園的事情，這便影響 quality。所以保持現在的運作，我覺得會是 sustain 得到的，但若有很多事務下來要我們處理，但又不增加人手的話，這便很難 sustain 了。

問：即不要說增加了，不減少已很好。

答：是的。又說沒有錢，但又要保持某一水平，其實是很難計了，或上方有上方的考慮，他們有他的壓力...

問：有壓力便給下方的。

答：就我們了。我們也會面對一些事務，也不是他們處理的，他們當然知道了。尤其是我們部門是分多不同的 grade 的，是會導致最上方的人不知道最下方的人面對着甚麼問題了。有這些情況，真的不少。即他們想法是理想的，但不了解場地面對的情況如何。再說，上方某些人是未必有齊兩方面的經驗的，剛才說以往是 AO 和 RSO 的，現在的老闆不就是可能以往只當過 AO 的事務。明白嗎？

問：或者是兩方面的經驗也沒有，會嗎？是其他部門轉過來的。

答：這個應該不會，最少會是其中一面的，即可能是 AO 人來的或 RSO 人來的，或從來未做過 programme 的，但他現在是上方的老闆了。

問：或是他負責過某場地的，又不知道別的場地的...

答：是會有這樣的情況的。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？



答：其實指標是否等於一些 guideline 呢？

問：其實是有些不同的，不過很多經理也問同一問題，即當是吧。

答：其實我們部門的確是有很多 guidelines 的，如 locker，會有一份 guideline；清潔工負責人工湖也有一份 guideline；處理失物又是一份 guideline；booking 又是一份 guideline；怎樣處理一份又一份 guideline；接着，如何管樹也有一份 guideline，其實我們部門真是很多很多 guidelines。但是這些 guideline 就是我們要跟從的 step，要我們 follow 或者要我們一定 meet 到某些 requirements，所以 indicator 也會是 guideline 內的一部份。可能在 guideline 內有些 indicator 我們要 meet 到...若我們可以跟從的，那麼，這個 indicator 便一定是有用的，但是，即使是現行的 guideline，在 frontline 上是根本地覺得不 make sense 的，或是不可行的，但我們也得跟從，根本是沒意義的，即要視乎 indicator 怎麼 set 吧，是否真的合理和每個場地都合適，始終每個場地各有特色，某區的居民有着某種 pattern，他們喜歡這樣便這樣，或是習慣了。若突然要他們作出改變，這未必是好事。對他們來說，他們會投訴：「為為你們突然間這樣？」之類，是需要時間來向他們解釋，或讓他們重新習慣... 健身設施要增加光度，可加增加了射燈便會投訴：「光線把我的眼刺傷。」但其實我們也得肯定設施是安全的，要有一定光度的，我們擴建了一個 area，我們便需增加光源了，卻來了投訴。Indicator 是可以幫助管理場地的，是有用的，但 indicator 的內容是甚麼呢？是合適我們的公園和可行的呢？怎樣 set indicator 是很重要的。即如一個作 children playground 的 inspection，我們是有一份 guideline 也有 form 也有 procedure 告訴如何去做，若 set 了要兩星期，人手充裕的話便沒有問題，真要看如何去 set。

問：即你認為 indicator 是有用的，但要看合不合適。你認為要看 indicator 的數量嗎？

答：太多...我想沒有人希望有這麼多去 bound 着自己工作的。當有很多 indicator 時，便會侷限了發揮性，即工作的自由度會降低，有時便是為一 meet 到某些東西而不能作出任何改變，若改變了便會 meet 不到，的確是會有這樣的事情的。

問：聽你所說，你們是很多 guideline 和 indicator 要 follow 的。

答：我們的部門真的是很多 guideline 的，若我們不跟從 guideline，便會「大檸樂」。即若有投訴出現，而有人知道我們沒有 follow 的話是會很麻煩的。其實我們部門本身已有很多各類型的 guideline，剛才我隨便說說便已有很多了，還有算上不同場地，泳池是有專屬泳池的 guideline，未必是陸上場地會有，所以這也是一個很大的挑戰。轉 post 如轉一份新的工作，即我管理公園和泳池本是完全兩個目項。當然，admin 上的或會是一樣，但工作和需要面對的事是完全兩個目項的話，真的等工轉工，很多同事由一個 post 轉到另一個 post 真的等同轉工。

問：除了公園轉泳池，若有這個公園，調到另一公園，也視為轉工嗎？我可以這樣理解嗎？

答：這個好一點。真的，公園與公園之間的性質會是相似的，內面的東西也是差不多，如內裡也有 children playground，也是 follow 那份 guideline 工作。當然，數量會不一樣，condition 會不同的，或是市民使用的 pattern 不一樣，或是公園之間的 setting 不同之外，但性質會是一樣的，也是相似的。當然，公園面對的問題或有不同，如一個公園的問題是在噪音上，「大媽」跳舞的問題，我的公園也有，但程度上會有不一樣，如那公園是很嚴重，而我的公園會有輕微的投訴需要處理，但我可以把我的經驗帶到那方使用。或者是如何去處理那件事，我可以借鏡去解決，看看是否可在那方用同一方法解決。若論泳池，如泳池漏水...

問：便不懂處理泵房了。

答：是的，即會有這些事情了。但普遍來說，在我的層面上，SM2，很少會安排到另一同樣工作，即通常是安排到別處的。或這 concept 是希望我們在 two 時多學一點不同設施上的事務，將來升上 one 便知道多點如何管理下方的工作。

問：這公園的人流情況如何？

答：人流上，這公園真是很多的。這個公園和別的公園的人流肯定是截然不同的。人流多時，設施損耗也多，維修的機會也多，環環相扣的，投訴可能也會多；人多時，若清潔不足也會令投訴增加。若本身人手已經不足...或少些人來的...一定很難分別的，所以我們的部門真的很不公平的，看被安排到哪個 post，有很多職位真是頗有空的，有些位置真的忙得要命，很視乎被安排到哪裡。我也明白這是很難做到公平...要看周邊的市民如何去使用公園。一些較窄的區份，或需要處理一些流浪漢的問題，這個公園或會比較少這種問題，真要看該區的民情如何。即有些場地，更衣室也得封着，要有鎖匙才可以進內，原因是很多流浪者進去洗澡，弄得骯髒的，其他場地使用者又使用不到。我們也得用上一點方法，但又不能 apply 到所有 sport centre。即若該區沒有這個問題，便不使用這些方法。

#### 10. (附加)遊人會否爭用設施？

答：當然有的。其實，大部份市民都很自私的，香港人，其實。如在長者健身設施，之前有一事是從區議員那方來的，他覺得長者健身設施只有長老可以使用，但事實上，設施是沒有年齡區分的，即年青人或別的人覺得有需要便可以使用。我們也不會安排人手檢查身份證，然後指示某人年齡不足致不能使用，是不會有這樣的事情。他則說年青人佔用着設施，令長老不能使用，我們則有時要解決他們兩面的紛爭。經常是這樣的，大部份投訴也是這樣的事情，即有些市民容忍不到別的市民作某些事，便找我們去解決，但他們作的事也不是違法的，只是他們不喜歡這他們作的事，則要我們出動，其實很多事是不合理的，其實公園很大，他不喜歡便到別處去。他又必需到那位置去，他不喜歡別人作某事便不容許，如早上會有市民跳舞的，他走過那兒會感覺很吵耳，便會投訴。我們是康樂及文化事務署，我們是否鼓吹大家做運動？若不容許跳舞，某些公園是有些交易的，這是違法的事。若是耍太極，也會跟着音樂做動作，他會覺得不美觀也好，吵他的耳也好，也會投訴。即有很多市民之間的矛盾，或分化，或是中港的分化，某些區會比較嚴重，矛頭最終會指着我們，要我們去解決，但這些事，我們是解決不到的。若他沒有違法，只是做運動，也不過是一小時左右，也接受不到...

問：也可能是路過的。

答：只是路過的，便走了。他會覺得吵着他的耳，接受不到便投訴，市民現在便是這樣，只是想自己又不想別人。當然，跳舞的是很大聲很吵耳的，他們也得檢討一下，把音量降低一點。老實說，我們也沒辦法，我們也只是勸喻：「有市民覺得你們很吵耳，可否降低音量？或調換一下揚聲器的方向。」若論執法，法例上，其實有一條例是可以的，但實質上要執法也不是易事，因為是需要有第三者證人的，即要有一位市民覺得自己被滋擾中，但若那市民又不願意當這個第三者的證人的話，我們便不能進行任何執法。在我們的遊樂場例上，其實有很多事也是不 update 的，我覺得。或需要 update 過後才可以讓我們在前線工作。其實就是這個，在公園內有甚麼事可作和不可作，在這裡也有列明。這規例是 under 我們的法律的。我們便按它工作，若它不與時並進，我們便很難處理。如現在流行航拍，理論上，正常在公園玩是不可以的...

問：沒有法例說的。

答：禁止不到的，即若他在公園範圍外，飛進公園內，我怎麼做呢？有些市民是這樣的，現在有 mon 之類的。若有市民投訴，我得如何？我擊落它嗎？是嗎？處理這些民生上的

事，找着我們麻煩的。我報警也沒意思，警方會認為這是我們管理的地方，除非是一些很嚴重的問題，他們才會幫助我們去解決，一般這些事，其實是幫不到甚麼的。

問：真是很多工作。

答：真是很多工作的。我也是入職後才知道是這樣的，所以還要把兩個 **post merge** 在一起，便會更加煩的。

問：即可能是希望人手少一點，便可以 **cut** 掉部份金錢。

答：其實不是的，當籛擴充了，其實 **grade** 是多了很多的，但情況是...他們當初 **merge** 的原因是，他希望「一條龍」的工作，即通常活動在我們的場地上舉行，如太極班會在籃球場上舉行，他們覺得「一條龍」的工作會好一點。以往，**RSO** 則要詢問 **AO** 來借場地，這會很複雜，浪費很多 **admin work**。或是經常需要哀求場地。現在是「一條龍」的工作的，場地是你的，你也負責舉辦活動，但卻沒有考慮背後的專業性如何，若要舉辦得宜，需要找相關的人手負責。其實這兩項目，**facility** 和 **managment** 和舉辦 **recreation programme** 或 **event** 是兩個項目來的，管理設施的會懂得舉辦大型活動嗎？根本不一樣的，是嗎？所以很難把所有事做得好，或只偏向某一方。

問：可能是前人試過...

答：我聽來的原因是這樣的，有很多爭拗，又或不合作、不借場地、不給位置...

問：讓我上位後改掉它。

答：這有這些情況的。

## **Park manager M110**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：好的，先說硬件上吧，大多數香港的公園也是交通便利的，而洗手間和休憩設施也相對充足。一些人為的設施，遊樂場與及涼亭、長椅之類的設施，因為我也曾到訪過一些外國的公園，所以以我個人經驗，香港的公園會是相對設施充足的，甚至過多，這會是一些優勢。另外，香港的公園負責管理植物上也相對較多人手，因為在編制上也有考慮人手管理園藝設施，有些是由外判工負責，加上多數場地也有一定數目的保安人員，所以管理上是有一定人手負責 **monitor**，所以設施被人破壞的機會不大。即使是有事情發生，也能夠很快報告，進行維修。

### 2. 香港的城市公園缺點是什麼？

答：有些休憩場地，如草地及植物空間，其實盡量可以放開給公眾入內遊玩，以以往的保養角度，草場是不可以踐踏的，但現在部份都開放了或轉變中，這點可說是可令更多市民在相對自然的環境中使用公園的，這是其中一個可以改善的地方。另外，如一些體育設施，因為有些公園有不同類型的球場，有些體育運動是比較偏門一點，少一點人使用，可以考慮令一些球場變得多用途一點，可以提高它的使用率，也可以使不同體育項目都參與得到。軟件方面，若在政策上，以現在外判來說，會分開有園藝、保安、清潔這三類。保安和清潔都會以人數計算，而園藝則在合約上以效果目標為本的 **outcome base**，這點相對來說可以再做好一點，因為 **outcome base** 是沒有表明多少人手，令部份場地未必有相應人手去做日常保養，效果便會較參差，所以若像以往以人數計算的管理模式會好一點。每個場地人手也算是充足，只是個別或會視乎地理環境或會 **over-estimated** 或者 **under-estimated**

了人手數目。有時一個經理可能管理着不只一個大型公園，以前線人員卻指定了只負責某一場地，而兩邊數目是不 **balanced** 的，所以既然經理是兼顧兩邊的話，前線人員也應一樣兼顧兩邊會比較好。若不在人手不足的場地作擴充的話，便應當如此。這樣會 **flexible** 一點。

3. 是否有機會改善香港的城市公園？

答：已經有挑戰了，因為我本身是負責管理公園與及長廊的，公園通常是星期六日會較多家庭到來，這點問題不大。當然，附近發展多了，來的人數也會多了，因為這區也只有這個大型公園，所以大家都選擇來這裡是不意外的。遊樂設施要相應增加和改善，這挑戰同時也是一契機去進行檢討，如小孩子年齡不同，選擇玩樂的設施也不同，可為配合這點來發展多點不同設施。因為以我所以，如另一公園使用了一些新穎的遊樂場設施，製造了不同的觀感刺激和遊樂方式，這樣可以增加多點元素。另外，公園會接受一些非指定用途的申請，如在公園內設置 **counter** 和小攤位，或者嘉年華。另外，在海濱長廊會較多的是作長跑活動及步行籌款。要平衡公眾及這些機構的使用是比較困難的。因為市民也會投訴，被佔用了場地，他們便用不到，這方面需要在制度或政策上調整，看一段時間內可以給予多少這類機構進行活動，這些都可以改善 **policy** 的考慮方向。相對來說，挑戰主要都是來自市民和這些機構之間的衝突。

4. 香港的城市公園是否面對著任何威脅？

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：先說說人手編配吧。我在這公園工作的日子不長，我們的工作地點大概三到四年會調整一次，我看到由上任同事到我是有一段過渡期的，中間則由另一個不是管理公園的經理來兼顧這個場地... 因為若人手變動快或多，是會影響場地的管理模式和運作的。因為經理變動的話，前線同事會無所適從。當然，經理也靠前線同事來匯報設施的實況，但對外聯絡都是由經理負責。經理的穩定性是一考慮因素，或者可以考慮由現在的三到四年左右再延長一點，這個好一點。另外，中間其實一直空缺的一個我們叫作「園差」的位置，即公園保安，其實保安現在是靠外判的，長遠來說應該會把所以保安職位都外判，但這是否代表可以把所以公園保安的情宜都處理妥當呢？這個卻未必可以了，始終員工跟從外判公司工作，做了便算，效率上不理想。我看到最近有一新園差開始上班，這似乎改善了一點，可能是按政府編制加上這個職位的話會比較有效率。這園差都是在康文署編制內的。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：第一個是處理投訴，投訴來自公園的使用者、附近的居民與及區議員。公園的使用者對相對來說不是太困難，因為多是直接到達或致電我們的辦公室來反映，我們當然也會盡快跟進。幸好的是這區的投訴都比較 **make sense**，不會很無理，因此都可以處理得來，只是有時也得花點時間做點調查之類的，而且多是在公園場地內發生，所以都是受場地的規限或監管的事情，令一些投訴都容易成立。倘若是附近居民的話，最常見是噪音方面的投訴，但基於法例上，投訴人並不是公園的使用者，我們則比較困難行使遊樂場條例來即時執法或作出相應措施。因為條例是說明投訴人需要是公園使用者，若他不是公園使用者，我們不能即時解決到問題，令到附近居民的投訴會不斷繼續發生，這問題會比較大。當然最好是法例有一些調整或者輔助給予我們，簡單來說，即擴充我們的執法權，或者條例讓我們更容易作出相應的措施，這是我個人的觀點。至於區議員的投訴，有些都是協助街坊反映的，有些則是區議員自己發現的，其實多是街坊的意見，這不過是他們沒有經政府渠

道直接投訴，而透過區議員作出投訴。這則導致我們與區議員的對答上需要花點功夫，加上區議員的投訴都會牽涉到幾個政府部門，所以會更花時間調查和聯絡不同部門。有些區議員比較心急，奈何始終需要時間安排進行工程，所以變得像是給他們推着走，這形成工作上的困難。

問：區議員們多是書面還是致電投訴較多？

答：多是書面的，因為他們也需要有書面紀錄來證明自己的工作。書面答覆需要較完整的資料，還要考慮如何回覆他們。

問：大概會牽涉到多少位區議員有這樣的投訴？因為這個公園覆蓋了不少區份。

答：長廊一邊大概覆蓋了四至五個選區，我則與五至六位區議員在工作上處理過投訴。不算很頻密，是不錯的，有些是在公園附近的選區的，但有些是不在附近的選區也有的。不算甚麼事情，順其自然吧。正如之前所說，這區份就只有一個大型公園，所以一些居住較遠的居民都會過來也不稀奇，因此也有意見給我們是理解的。還有的困難便是在工程方面。因為這牽涉到最少三個部門，這也得視乎各部門的積極程度，大多數接手的都比較積極的，有些急切的事情都願意配合。只是個別部門負責與我們聯絡的同事，還會比較怠慢，所以也得催促他們。可是市民的投訴仍然持續，我們則不可以以該部門工作態度怠慢作理由，只是若投訴升級，我們也沒辦法，只好和盤托出。但是，這會令人感覺我們互相推搪。可是這些關於工程的，我們卻真需要聯絡專業部門，我們只是場地提供者，我們沒有工程的專業知識。第三件事則是關於外判的合約，即園藝、保安、清潔，剛才說了保安，保安員則只聽命合約公司，若有一些投訴是關於合約表現的，我們也是經過合約公司來處理。有時合約公司是向我們回應了投訴的，但表現終歸不如理想，我們則可以用何種程度催促他們呢？這是一大困難。另外，園藝方面現在是 **outcome base**，卻沒有說明需要多少人手，都是按我們要求的時間內完成工作便可，所以有機會是合約公司其實人手不足而管理的範圍很大，令管理的質素下低。這是無論我們如何催促他們，他們也未必能夠達標，因為他們根本人手不足，這也正是這公園在發生的事情。我們也只好盡量催促他們，除此之外，我未見有甚麼有效的方法。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：先說軟件吧，我認為現在的結構是 **ok** 的，就公園而言，因為以編制來說，有一些是負責管理的模式，有些則是前線員工負責公園的設施或者保養事宜。保持現有架構，有些對外、有些對內，這個運作接近二十的模式應該沒有問題，也看不到有甚麼方法可令它更 **sustainable**，或者更加完善。

問：是否有工程在更新硬件？

答：是有的，加上香港的公園也有不同的歷史，時間有長有短，是有些工程進行保持翻新的。在翻新工程進行時，應該是有考慮那些設施能用多久，或多久需要更換一次，其次則是在設計上更加 **user friendly**，或配合公園附近使用者的需求之類。因為市區不會在短時間內有劇變，就如北區，人口不斷上升，也得花上五至十年才見到生活模式的變化。由本地人較多，到多了新移民，這則可以令工程有足夠時間追得上，只是在策劃階段要考慮得長遠一點。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：有是有的，始終政府部門都按 **guideline** 工作。例如，以一部飲水機為例，三個月要換一次濾心，六個月換一次紫外光殺菌，這些是一定要跟從的，因為如不跟從的話水質可能會有變化，這是一個比較 **micro** 的例子。這些我是知道的，但實際運作則我的同事都會知道，所以按時要大約三個月一次提醒同事相關的事。又例如有些植物的季節性修剪，這點卻沒有固定時間，但大概我們會知道是在甚麼時候、甚麼氣候需要進行，這些都要與前線同事合作。又例如一些如滅蚊的措施，這點在熱天時經常收到投訴，希望加強滅蚊，以為每天撒滅蚊油之類便可以，但原來不當過經理則完全不知的，蚊子其實是有一個生命週期，使用同一滅蚊劑會令牠們產生抗藥性，這點則需要向市民解釋清楚。一方面在回答時學會了一點新知識，同時也得與管理公司討論要留意這點，不同的天氣或會選用水溶生的蚊劑，又或調動日子進行滅蚊工作等。這些都是量化的數字令我可以管理和進行措施。還有剛才說的非指定性用途申請，多數也是在星期六日的時間，但星期六日通常人數一定是多的，二來一個月當中的星期六日是寥寥可數的，我們是否能夠每星期都接受這類申請呢？這是未必的，所以有時一些機構致電來詢問可行日子，那日子的確是沒被預約的，但卻在之前和之後的日子也被預約了，而使用人數多而長的話，我們便會考慮是否因為當天沒被預約便被受其申請？因為要平衡市民的利益，這或可理解成不夠客觀，客觀是當天的確沒被預約，若只按這點考慮，當天的場地是 **available**，但也得考慮周邊人士的投訴之類，這些都影響了最基本的 **indicator**，又或可以理解成這些決定需要考慮幾個 **indicator**，而這些未必是 **guideline** 內可以兼顧得到。這要看場地經理的決定，因為每個場地也有其特性，例如某些公園比較熱鬧，經常有活動也不大問題，便會接受很多活動。又有些公園接近文化場所，它便要平衡活動的性質，始終公園為的是 **leisure** 或休閒，或者 **sport recreation** 方面，都需要 **balance** 的。這個公園始終是休憩的，可以接受多少非指定性用途申請呢？這便成了不同場地用不同指標了。

問：總結來說，你認為指標要按場地情況。

答：也未必是個別場地可以接受較多非指定性用途申請，但接受的性質會有不同考慮。例如有些公園有中式園林環境，這便使公園希望舉行一些與這個主題配合的活動，有些活動他們便未必接受。有些公園則適合電視台拍攝古裝劇，他們便會其他考慮。**Guideline** 是沒有說明要按場地主題考慮申請的，但實際上，我認為是有這個考慮的。

問：第二總結是，滅蚊之類的指標是可以列明，但需要有彈性。

答：是的，始終要比較 **scientific** 的工作才可以量化，如滅蚊之類，因為這有着 **scientific support**，即蚊子的七天生命週期，因而大概七天進行一次滅蚊，但這也會受其他因素影響，如天氣，又是否七天必需進行呢？這便成了其他考慮。當然，盡量是會跟從的。你可以說 **indicator** 是可以存在的，但是否絕對執行，這是可以商榷的。是 **favour** 可以跟從的，但若不能完全跟從，會否導致很大的 **problem** 呢？這則未必了。因此，若要製定 **indicator** 幫助公園管理或 **assessment**，是可以的，但背後會有其他 **consideration** 影響到這個 **indicator** 便會成為特別的地方。

#### 10. (附加)遊人會否爭用設施？

答：這點相對較少。這公園有遊樂場、健身設施、長者的健身設施、草坪的位置，即使用者都知道甚麼位置應當作甚麼活動。最多可能是在中央草坪的位置有人在野餐，同時有人與小孩玩一些拋擲的活動之類，他們之間的空間可能會突然地 **overlap**，但衝突則不多。若真的是衝突的話，都是有部份使用者不遵守場地的規則，例如他在踏單車或放風箏或模型飛機，這些在公園的規例之下是禁止的，而又影響到其他公園使用者，這便會出現衝突、爭吵、投訴之類，我們也會即時勸喻違法人士。大多數違法人士在勸喻後都會自動停止行為，甚至離開現場之類。這點或會因區而異，或許因為這區的人比較理性，或質素較好，

因為我知道某些區別的爭吵會較多，原因是當區的人不理性，所以這是受地域影響的。又例如有些區份比較多長者，若有些年青人撞到長老，便會發生爭吵，長者則會長篇大論。又有些可能新移民較多，如「大媽」之類，她們喜歡跳舞便跳舞，是大放噪音的，別人管不到她們，這類衝突在別區則常見，這區反而不是這樣，即使是耍太極或跳舞，他們也懂得走到適當的位置及盡量不騷擾別人。前線同事是做得不錯的，會與他們「先小人，後君子」，說明他們可以進行他們的活動，但不要騷擾別人，若有人投訴他們，便不要怪我們禁止他們的活動，所以是很需要溝通的。因此也衍生出一班常客知道這裡一些不列明的規則。我相信其他場地也大同類事情的。

## **Park manager M111**

1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: Provide green environment to people.

2. What are the disadvantages of urban parks in Hong Kong?

Answer: 1. In general, the size of urban parks in Hong Kong is too small. 2. Limited species of trees and shrubs. 3. Too many rules and regulation.

3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: No idea.

4. Is there any threat in urban parks in Hong Kong?

Answer: No idea.

5. Have you experienced any change in urban parks in general, or the park(s) you have managed over the past decade (or the period of your service)?

Answer: No.

6. What has been the most difficult part of your park management work?

Answer: Complaint.

7. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: Yes, the government has set up rules and regulation. The park management could follow them accordingly,

8. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: Yes.

9. Have you ever used any form of indicators or yardsticks in managing or monitor the condition of a park?

Answer: No.

## **Park manager M012**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：這個公園的位置是不錯的，附近的都是高級住宅和大學，所以環境是不錯的。有些公園的人流會比較複雜，這裡則不是這樣，與及是比較寧靜的。優勢就是我們是城市中的一個綠化帶給市民享用，而且幅員比較大的，有接近八公頃的土地，這是我們的優勢。在設施上，這個公園是很多元化的，有收費的也有不收費的，涵蓋小孩到老人的年齡層，有兒童的娛樂設施，也有長者的健身設施，年青人也可以使用體育館，足球愛好者可使用足球場，有草地的也有硬地的，所以我們的設施是較多元化的。若論編制上，我們的人手是足夠的，我意思是編制上是足夠，但也得先有夠足人手分配到這裡來，如編制上是有十個職位，但卻只有八個同事，所以即使是編制上是足夠，也得考慮聘請的過程之類，這也是我們的優勢。

問：即其實也有可能會人手不足？

答：是的，因為編制上加上我是有二十人的，但實際上，現在是有三個職位空缺的，而這三個職位都是屬於前線工作的，如負責售票員、負責預約場地和園藝等等，這些職位都十分影響我們的工作，因為多一個人會可以快點完成工作，但如果整體來說是一直空缺的，我的工作效率自然減慢了。因此，編制上是足夠，但實際上的人手分配是另一問題。

### 2. 香港的城市公園缺點是什麼？

答：我認為我們還在受很多規條上的掣肘，我認為香港的公園是有太多規矩，如不准踐踏草地、不准踏單車、不准放飛機等等。這點我覺得是會令市民覺得 **discourage** 的，因為他們來到公園也是希望可以 **relax**，但若我們是有太多不准做的事，這便會令他們感到不妥，所以我認為這是康文署核下的公園最 **weak** 的地方。

問：有沒有市民曾經因為你們的禁止而作出投訴？

答：是有的，因為康文署管理場地第一是希望平衡，希望各方都能公平地享受公園。例如有些市民經常開着小型揚聲器來聽音樂，這樣便會有人覺得他們很嘈吵，但在他們的立場會覺得聽音樂，如所謂的「大媽」舞，是一種 **relax**，但當這些行為影響到別人時，我們也必需執法的，或者只是勸喻的層面，勸喻他們減低聲浪。但可能會有人仍然覺得不足，我們便會勸喻他們離開場地。這個平衡點我們是要拿捏很好的，因為很可能會得失的一方，甚至兩方人士，便會收到投訴，這便成了我覺得比較麻煩，或者掣肘的地方。雖然我們是有八公頃，但香港始終地少人多，附近我們其實有八個屋邨，其實這八個屋邨的居民都會來到這八公頃之上，難免會有點衝突，這也是康文署公園的 **weakness**。

### 3. 是否有機會改善香港的城市公園？

答：機遇來說，我認為香港政府算是越來越注重康文發展，對我們公園管理來說是好事來的，因為它製造公園的數目多了，每個人能夠享用公園的機會大了，人流也分散了。對我們來說是好事情，因為人流沒那麼擠湧，投訴也會減少，公園的設施也沒有那麼容易損壞，所以若政府是越來越注重康文發展的話，這便會成為我們的機遇。



問：政府近日發報的「2030+」計劃，會否提及有關你們的機遇呢？還是你們會對這計劃有甚麼意見呢？

答：我暫時沒有聽過，我也是第一次聽到這個計劃，這樣很明顯是上層的消息還未到我這裡來，但若這個計劃中有納入康文內容，對我們來說當然是好事，我相信是正面的。

4. 香港的城市公園是否面對著任何威脅？

答：危機來說，我認為是關於樹木管理的，這的確是香港很大的 issue，因為你也可以看到香港有很多塌樹事件，而香港關於樹木的人材是比較少見的，這便成了公園管理的一個普遍難題，因為我們不懂專業知識，我們看不到塌了的樹的問題，後來壓到途人便會是一個危機。另外，而家所有事情也得先考慮安全，我們所有事務也得符合一些規矩或標準。這或許是好事情，但市民或會因此多了投訴。我認為安全因素的重要性是我們的大趨勢，對康文署來是一個要重視的地方，也可以說成是危機吧。

問：有些 park manager 對我說，他們認為安全是重要的同時，會因為規矩太僵化而引起市民的不滿和投訴，你會否認為這也是挑戰呢？

答：這也是沒錯的，因為我們看重安全便會令市民覺得不夠自由，投訴也因而出現。如一個「馬騮架」，我們讓他們在上方和下方行的話，若我們看見這種事，我們沒有理由不去勸喻他，但卻會令他不高興，然後投訴，但若他最終跌下來，我們也會被投訴看見卻不制止，這便會產生衝突或磨擦。我認為安全是必需跟從的，所以我們會盡量勸喻，若被投訴也沒辦法，因為我們已作了應作的事。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：先說關於 programme 的吧。公園近日展開了一個叫「公園定向」的活動，是與定向組合辦的，這是增加了我們的工作壓力的。雖然我們不是主要負責人，但關於活動的場地、設施和物資安排也會構成我們的工作量。第二是關於設施上的，公園近來在進行翻新工程，例如一些關於職安健的更新，即如一些用作攀爬到建築物頂執拾物品，如市民的皮球之類，或是清理垃圾、樹葉之類，我們需要有一條符合 OSH 的梯子給員工工作，這會是一項改變。管理上也有改變，如公園一些叫「contract out」的合約，即保安、清潔、園藝的工作，與及這公園較特別的是關於人造草場的 maintenance 工作也是如此。剛剛完成一個新舊交接的手續，即舊 contractor 不做，由新 contractor 負責，這也是一項轉變。還有的便是我上任後砍伐了幾棵樹，這點是比較嚴重的，但卻是有即時需要的決定，後來則會被質問，斬之也沒有意義，因為樹也死掉，將會補種新的樹。

問：這個斬樹的決定和你上任有關嗎？還是都已決定了？

答：其實這棵樹一直都在的，只是他的情況越來越惡劣，之前是希望可以挽救的，都給予了一些時間，後來同事看情況已不樂觀才作這樣的決定。

問：其實斬樹決定是按甚麼指引呢？

答：康文署是有斬樹決定的 guideline，但也不是我這個層次可以決定的事。每一區都會有一我們稱作「樹隊」的同事，我們會先諮詢他們的意見，如剛才所以，其實康文署內對樹木有認識的人不多，所以懂樹木的人都會安排都「樹隊」工作。若我們懷疑一些樹木有健康問題，我們會 seek 他們的 advice，也會 recommend 斬樹決定，看他們同不同意，若他們都同意，便會交到區長作決定。若他也同意，我們便會 take action。

問：是你們先發現樹木問題，還是「樹隊」會進行調查？

答：其實應該是三方面的。剛剛說了的途徑，是我們的員工發現樹木問題，便找「樹隊」，接着到區長，便會斬樹。第二是市民的意見，我們這裡有兩棵古樹，早前收到意見說這兩棵古樹太大棵了，樹枝、樹葉掉到市民的屋頂，導致渠道淤塞，這是第二途徑。第三是政府的樹木辦，Tree Management Office，他們也會不時巡查我們的場地。近前，我們認為某樹情況尚可，他們卻給予我們意見認為那樹情況不佳，請我們再去 take action，這便是由他們過來的 case。就是這三大方向來發現樹木問題的。

問：與外判合約公司合作會有困難嗎？

答：問題當然有的，我相信你問過的同事都不會表示沒有問題的。我認為問題不是在於前線工作人員，前線同事是很合作的，因為他們很可能是即將退休人士，或是「吃了二十多年飯」的人，他們是 ok 的。反而困難在於與他們的管理層溝通上，我們很多時會期望他們作一些 improvement，即使我們是討論過後的結果，也未必可以下達到前線工作人員上。至於前線工作人員，也不是不願跟從我們的意思，只是的確是那方資付他的薪金。即一些逼切事項，他們會希望先諮詢自己公司的意見再說。可是，即使是我們已向他們的管理層討論過後，前線員工也終歸同樣地工作，這便成了一問題。因此，contract management 最大問題便是與他們的管理層溝通。另外，他們也得投標工作，而政府的原則是「價低者得」，這原則之下，contractor 便會多多推搪。如他答應三人負責某工作，但原來其中一人要同時負責別的場地，所以約我們的 tender 指示不清，他們便會利用這些漏洞。又例如，我們整個公園有一個通宵保安的員工工作，先不說他「用更」的問題，他會到那十幾個 point 打更的。他是很有趣的，上班時先把所有更的位置都打一遍，然後的三小時，我不知他作甚麼。接着便再打一遍更，最後下班時再打一遍，這便出現中間的 time gap。我們的期望是他能夠巡視一遍後，休息十到十五分鐘，然後再巡視一遍。因為我們的目的是希望他巡視公園的情況，但若他現在是先打更，然後休息三小時，甚至睡一會，然後再打一遍更，這些情況，我們是沒有辦法管理得到的。即使向他們的管理層反映，他們也會說他們是按 tender 工作有三遍打更的，是沒有時間限制的，這便會出現爭執。

問：那麼，最好的方法還是在續約時，在新標書上寫得清楚一點。

答：我們是會發 advisory 給他們希望他們改善的，但通常大家都是故態復萌的。無論清潔、保安也是如此，所以管理合約上最困難便是與那公司的 negotiation。

## 6. 公園管理工作中，你認為最困難的部份是什麼？

答：我認為最困難是人的事宜，包括我們的市民，眾所周知，香港的投訴文化非常盛行，政府的 1823 熱線正是給予市民反映意見的渠道。我們也得花上很多時間來回應市民的投訴，因為要搜羅很多資料和數據來回覆，或是尋找能夠滿足他們的要求而不違反我們的規矩的方法。因此，最困難是滿足市民的要求，因為他們的要求真的很特別、很有趣，真是無奇不有的。即是明知某客人的要求是不合理的，但也得找一個冠冕堂皇的藉口去 turndown 他的時候是很花時間的。還有的就是內部的人，如剛才所說，我們未必有足夠人手。另外，是我們如何 motivate 伙記們合作，如上層訂立了一規矩或指令，在我的層面或已感不合理，或是在實際前線是辦不到的，但我們也沒辦法地要推動伙記們去跟從新指令，這便會成為一項挑戰。

## 7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：使用率來說，我會看到是有升無跌的。公園內有收費設施和非收費設施，收費設施有網球場、足球場之類，這些的使用率是有 peak hour 的，是一定會額滿的。而 non peak

hour，使用率也是一直上升的，這便使我們不能再按現有的 quality 繼續工作，我們一定要有人手、物資和設施上的提升，才可以滿足客人的要求。主要是因為設施的耗損機會大了，更換設施也會頻密了，如由兩個月更換一次的設施會變成半個月要更換一次，這是其中一項。管理上，我們的員工也要進行培訓，康文署其實不錯的，它大不同課程提供給我們。如公園管理的員工可以修讀公園管理的課程；前線同事也可以修讀 customer service 的課程。的確，今時今日的服務態度是不行的，我們必需多多學習。如果還保持着故有思想，便只好挨着被投訴了。因此，我們必需要有人手、資源和物資都有所提升才能保持可持續發展的狀態。

問：可否透露一下是否自願修讀康文署的課程？與及內容設計是否由康文署設定之類的？  
答：是的，康文署有一個訓練組，他們會尋找康文署核下的問題，然後開辦一些課程給我們。最基本的課程，如合約管理、公園管理、體育館管理、泳池管理之類給我們修讀。他們也會按市場上的需求，來開辦一些特別的課程，如「禦防暴力處理工作坊」或「禦防性騷擾工作坊」，他們會舉辦這些 hot issue 的。至於課程內容便是他們編製的，但每次課堂之後都會有 evaluation，看看有甚麼加減的需要，但也是由我們的一個專責部門負責。這些課程不是 compulsory 的，只要你認為自己可以同時應付工作便可以，或會談得較遠一點，有時你的上司覺得你不適合，便不會讓你參與課程。即不是單看我自己的情況，也得看上司批准與否。有些是在 working hour 內的，有些或會 out of working hour，但也會用工作時間來彌補的，但普遍都是 working hour 內的，甚至會有 overseas 的課程。例如要「讀草」，即大球場之類，或「讀樹」，會到澳洲、英國的培訓，當然也得自薦和推薦的。

問：我也聽聞一些是要上一個月的課堂，我也十分意外。

答：是的，因為可能是要到澳洲受課。香港也有的，如浸會有一個 Master Degree，即不只是康文署內部的課程我們會修讀，一些外間的課程我們也會 recommend 同事去修讀。如剛才說的浸會大學的 Master Degree, SLM, Sports and Leisure Management，每年也會有兩個學位，讓我們的同事可以去修讀，當然是要某個 ranking 以上的同事才可以。又例如一些樹木管理課程，如 IVE 的叫 IVDC 會有樹木管理或是攀樹的課程，我們也會 recommend 我們前線同事去修讀。即我們會修讀外間的課程和康文署內部的課程，如關於行政、管理、程序上我們也會修讀。要看公園附近的配套如何，每一個公園有它的難處，或有點離題，如一些在深水埗區的公園，他們的問題主要來自露宿者、吸毒人士。這裡的問題是有一班高級教授，他們愛玩法律。這則成了不同公園有不同的難處。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：一定有的，我即時想到的便是剛才說過 guideline 的一類，康文署訂了很多指引讓我們跟從，這肯定是一指標了。如我們供級團體預訂的 block booking 場地，又如簡單如每一季要進行多少次滅蚊工作的指引。另一些可能是較國際化的如 BFA，即 Barrier Free Access，即無障礙設施，如規定輪椅位必需有 1.2 米闊度之類，這便是外間給予的 guideline，我們也得跟從。指標上通常是這兩類。

問：若有一套通用的指標，你覺得會否做成管理和執行上的困難呢？

答：其實一定有的。以康文署的指標為例，若有八個網球場，同時只能提供四個，有四個必需預留給公眾使用，這是一個指標，但若使用率一直很高，你卻只批准四個，你必會挨罵。若批准不足，我們也會被罵不按康文署指標工作，也會質疑我們有別的事情考慮，我們是有過類似的 enquiry。因此，不同場地有不同指標是好事。其實上，康文署內部的指

標有末段總有一個具彈性的指引給我們，區長是有權按情況作出調整的。除了這個，剛才也提及有外來的規矩。事實上，我認為外來的規矩也給了我們一個執行範圍，如一些 **safety margin** 之類，只會表明最少的指引，而沒有最多的指引，這也是一些 **flexibility** 來的，我們也可作出相應 **adjustment** 出配合它。又例如，輪椅使用的斜度不可超過 1:10，但實際上，1:10 已是很斜的，即使我們符合指引，使用者也會有相關意見，我們也無可奈何，或會考慮做平坦一點，卻也受場地環境限制，這也會導致一些問題。即 **flexibility** 是有的，只是永遠不足的，但倒過來說，沒有這類指引，也會無所適從。我也未試過因這類規矩而接到投訴，即使有這類投訴也未必成立，所以現時的 **flexibility** 是足夠的。

問：順帶一問，近日有關另一公園的高台因為高度的問題，而作出一些彌補工作，可能問題不大，但亦有市民知道，認為需要投訴為何這樣小事也得做出一項大工程來，有否簡單的解決方法之類的，這事情你的看法如何呢？

答：我即時想到的是，若不使用那個位置，他是否真的使用不到該設施？若是的，我便要進行修整了。市民的意見未必是合理的，多數也只是為自己着想，這樣封着一個入口作工程，快則要兩三星期，慢則要一兩個月，門口堵塞了是令他不快，小事卻嚙出一個大工程，他們或會認為每次使用一塊木板輔助便可以。管理立場是要平衡各方使用人士，即不論是否輪椅以至傷殘人士，甚至視障人士，我們也得平衡他們的需要，所以若他會因這個問題而不能使用設施，我便認為應當為他改善設施。

問：這事件其實相差的距離可能只是十厘米左右，但有市民會覺得為何用很多公帑來做一個工程，或會認為可以用一些簡單方法來解決，康文署是否有指引支持這是需要進行的工程呢？

答：別說十厘米，即使五厘米，他若不能進去便不能進去，我們便需要為他改善設施。另外，是否可以有 **alternative**，而不用興建斜道呢？像地鐵一般，每次使用鐵板，有輪椅時便使用一趟，不是行不通，而是我們沒有人手工作，每一個同事 **suppose** 是負責場地內各樣事情，是否有同事可以專程去提供這塊鐵板呢？每天我要提供多少趟呢？另一問題是，這塊板有多重呢？符合 **OSH** 嗎？即職安健。若有同事進行這類工作之後說有手痛、腰痛出現，康文署會 **bare** 這個 **risk** 嗎？所以要平衡這些考慮過後，我會認為這工程應當進行。即不可能每每有同事走一趟提供鐵板，所以我會這樣向投訴人解釋。若他仍然堅持投訴，我也沒辦法。

問：剛才說的指引，**internal guideline** 是場地規例之類，**external guideline** 則是 **safety margin**、**BFA** 之類。康文署有否指引除了 **internal guideline**，也要跟從某些 **external guideline**？

答：有，當然有。足球活動會跟從足總，最簡單，龍門的尺寸是規定的，不可能不跟從的。籃球設施的籃球架高度也有規定。這也是 **external guideline**，而全世界都跟從的。**OSH**，**BFA** 也是 **external guideline**，我們要跟從的。只要那機構是具國際性的，而康文署也承應它的，這樣的 **guideline** 便會被跟從。假設 **BFA** 發報了一份 **guideline**，我們也有同事負責整理 **guideline** 的，他便會在其中找出相應的部份，再總結成我們的內部 **guideline**，所以其實我們內部的 **guideline** 已 **make reference to** 一些 **external guideline**，我們也不會故意自己另設別的。尤其是一些專業，如足球，不是每個人也懂足球的，他們規定的 **safety margin** 如是五米，若只提供了四米，然後有人給碰撞致死，便需要負責了，甚至承受不到責任，所以我們的指引是同時符合 **external guideline** 的。但是，香港是地少人多，或可以看到一個主場或籃球場也設計成多用途的，所以我們得設計一個範圍，如同時符合足球和籃球的活動，這也是後話了。

#### 10. (附加)遊人會否爭用設施？

答：當然有的，正如我剛才一開始提及的「大媽跳舞」，這是康文署近來的 hot issue，即噪音問題。官腔一點說，根據 132BC，即康樂場地的規條，是容許市民唱歌、跳舞的 relax 活動之類，但在末段是有說明若活動影響到別的使用者，公園有權停止這個活動。當然，大媽在享受跳舞，旁邊有人說她很吵，我們也只好去量度分貝。我們是有 guideline 的，如她是每逢星期三晚上七時到八時唱歌，我們得先量度她不唱歌的日子的背景音量，然後量度她唱歌時的分貝，若變化達十，我們便會說她算是嘈吵。我們是有指標的，不能單憑觀感，這很主觀的，我覺得吵耳，你覺得不吵耳所以需要 guideline。衝突是無可避免的。你剛提及的緩跑徑，在這裡最大的問題不是有人坐在緩跑徑，而是旁邊足球場的球有時踢到緩跑徑上碰到途人，因為它們十分接近。或有指責踢足球人士把球踢得老遠至緩跑徑上，但踢足球來說也很難說，是有這樣情況。第三是在「炒場」或爭奪場地之類，都是因為地少人多，使用人數也多，所以爭奪場地也會有衝突的。

問：我有聽聞某些公園表示噪暗管理不是公園管理範疇，或說投訴人是公園外的居民，這也不屬管理範圍，因為他們只管理公園內的，因而噪音問題也未必可以管理得到。以你剛才所說，噪音是有規定的，你們便可以進行相關量度，事實上，康文署是否有關於噪音的管理指標呢？

答：我們是有關於噪音管理的 guideline 的。你提所的都是我們這個公園的管理問題。第一，我們的 132BC 表明是公園使用者受影響，我們才可以作出勸喻或請他離開。這問題是附近居民不是公園使用者，致電來投訴，我是不能執行權力的。除非投訴人到達公園範圍內，當着我們面指着那人說他很嘈吵，我們便可作出勸喻，這會是執法上的問題。因為我們是權限是在遊樂場條例之下的，即 132BC，若要涉及噪音條例，我們則處理不來，唯有報警，警察則與所有法例相關，警察便可以作出勸喻，但來到這地步則很麻煩。因此，在管理上是有一些很僵化的規定令我們配合不到實際需要。

## **Park manager M113**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：其實這裏設計是比較特別的，是我們港島區最大的公園，也受到好多市民和大型活動歡迎，變相我們就座立在兩個地鐵站的中間，交通是十分方便的。我們的設施也比較多元化，所以我都覺得這個是一個好的公園。

問：即是你認為多數都是硬件，例如設施，交通和選址上（做得比較好的）？

答：是的，因為在香港的公園來說，選址是十分重要的，因為你一家大小，又或者老人家也好，落街坐一兩個地鐵站就已經到一個地方是方便到市民。

問：明白，那你認為在軟件上，例如編制，人手上，甚至在管理工作上有沒有你覺得做得好的地方？

答：我們公園編制上會比其他公園多人，因為我們公園場地較其他公園複雜，而大型活動的選址會比較多在維園，那變相我們整體的人手編制，甚至外判的員工都應該比其他公園多。而因為我們始終是一個重心的公園，所以我們所投放的資源，人手都會比較多。除了人手之外，在硬件上，設施上面，我們會有多元化的設施。我想大家都很熟悉，例如有一個德天道厚的六個連成一條直綫的足球場，是香港獨一無二的。另外我們都有一個游泳池，是一個 outdoor 的公園入面有一個 indoor 的 swimming pool。它也是一個 for 舉辦大型活動的主池館，有二千多個座位。而網球場就是唯獨是香港只有一千零一個的 center court，是個中央主場，我印象中也有四千多個座位，也是可以舉辦大型活動，想比起其他

公園，他們就沒有這些特別的設施。我們也有靜態設施，我們有差不多 2 hectare 的中央草坪，也是一個可以吸引到市民來休憩，或者來到草地玩，也是受到好多大型活動的主辦單位歡迎。

2. 香港的城市公園缺點是什麼？

答：香港就比較稠密，每一個公園 somewhere 都會有高樓大廈 surround 著，那我們所面對的問題就是交通擠塞、噪音，例如我們這邊舉辦大型活動會對周邊市民造成影響。但因為維園都有五十多年歷史，而選址都不可以再改變，那再香港人煙稠密和地少人多來說，附近有居民是鐵一般的事實，是沒法改變的，這是要大家互相遷就。

問：你剛才提到交通擠塞，意思是來維園的交通擠塞？還是...？

答：例如，我想你都可能有聽過維園都有舉辦大型活動的，可能我舉例，12 月都會舉辦工展會，甚至乎 1, 2 月會有年宵、渣打馬拉松和花展。其實在舉辦大型活動的時間裏，兩邊的地鐵站都會水泄不通，有好多市民都會選用不同的交通工具來維園參觀或者參加這些大型活動。那他們可以駕車，坐巴士，甚至乎乘搭叮叮（電車），但是地鐵相對就可以容納比較多人，變相每一次有大型活動，巴士也好，的士也好，私家車也好，都會令到周圍的通道擠塞。所以我們都收到很多投訴說對附近居住環境造成擠塞。

問：意思是本身公園的選址和舉辦大型活動比較多，造成了交通擠塞，所以就會令到居民投訴就會成為比較大的問題？

答：對，還有加上嘈音，因為大型活動一定會有少少聲浪。

3. 是否有機會改善香港的城市公園？

4. 香港的城市公園是否面對著任何威脅？

答：其實維園都沒有再多的空間來增加任何的設施或者發展，因為正如我剛才所說，維園本身再舉辦大型活動的時候已經十分擠逼，包括這個公園是比較特別就是車輛是可以駛進公園進行 set up，變相我們就有一些難度就是再管理人流和汽車上的問題。通道就只有那麼多，樹木再很久以前已經種下來，那它們只會（生長得）越來越大，而空間只會越來越少，而我們可以用來舉辦活動的地方也不多，可能只局限在足球場和草地，變相出面坊間選址都沒有一個好的地方，甚至乎對比中環海濱那一塊地，它們土地的大小也沒有維園這裏大，甚至乎交通，配套（洗手間，更衣室，周邊休憩的環境），那邊都不比我們這邊吸引，變相我們所面對的困難就是有很多不同的團體都有興趣再維園舉辦大型活動。所以我們要做到一個平衡是一件好困難的事。

問：那剛才都有提及到有一個情況就是有不同團體申請大型活動，同時對居民平時的康樂需要造成衝突？會不會有居民投訴太多大型活動，令到他們不能使用？

答：其實都真是有很多這一類的投訴，因為始終你是一個足球場使用者的話，你都會覺得那個足球場是用來踢足球，而不是用來舉辦大型活動。通常我們都有很多關於這些的投訴，以來霸佔了公園的場地，令到他們不能 enjoy 個 park，甚至乎會令到他們會回家造成困難，例如乘車要等候或者想出去排隊乘車都未必做得到，可能比較擠塞。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

問：那我再這個公園任職了四年半，我所見到的變遷就是，其實我一開始來到是覺得這裏的設施很殘舊，原因是這裏太多大型活動，不可以封場進行維修，包括地底和地面，我們就是 suffer 著這個問題。那大家可能在參加或者參觀維園的時候太忙未必看到這個問題，而我們都是在說大型活動，他們都是 book 了很多特別的日子，例如工展會之後直接就是馬拉松，我根本沒有時間進行維修，到我可以進行維修的時間已經是下年的夏季。在夏季裏面一個 outdoor 的公園最擔心的問題就是天雨問題，令到我們想封場（進行維修）都有困難。而香港的雨季一定在夏天，變相我們要爭取時間就可能在一些周年活動例如六四，七一中間的時間偷取時間來做，在過程上是十分難配合的。而維園真是太舊了，相比其他新落成的公園，我們地底受到一定程度的傷害，以我所知道，地下的設施已經有二三十年，三四十年都沒有管理和維修，變相就是每一次人流多，就會可能（出現水管問題）水浸，這一些都是不能解決的問題。

問：那我想追問一下，在這四年半年間你想推動維修工作都是面對了困難？有沒有一些設施排了很久對會有一些先進行維修呢？

答：我們一有時間就會做足球場那邊的 servicing（11:39-11:43），為甚麼要先做呢是因為經歷了大型活動，足球場會比破壞，我們都會盡量維修以公開給市民使用，因為一 12 月開始計算，其實可以給市民踢足球的時間不多，那我們作為 park management，我們一定要取得 park user 的平衡，就是除了幫助大型單位，也要維修公園給其他 park user 使用，要以安全為大前提去維修。

問：是不是這一段時間上設施的轉變比較少，不斷一直做的都是足球場的 servicing，大的修改就沒有那麼多？

答：補充少少，我們也有將原本的泳池拆裝重建，由 outdoor 變成 indoor 的主池館，也有將以前的網球場，手球場都有進行重建工作。這些工作都是從 09 年開始至 1516 年都是不斷進行重建工程，經歷好多手經理，包括我都是其中一個參與者。這些變遷都是很大而且其他公園可能都沒有經歷過的經驗，而那些重建工程都很大規模，我們都要考慮到受歡迎的程度，當時都已經進過區議會、立法會批核將那些設施拆掉重建為新的設施以減低對市民的影響。在這段時間我們也不可以因為重建工程而斷絕一些大型活動，所以我們要在這時間取一個市民使用者的平衡，同時都要幫助再工程上的影響，那些我們都要去夾好，這很複雜。而有些活天的維修我們都會做，例如有一些不會影響封場設施，道路或通道不平，我們都會在最低影響之下鋪平那些設施。

#### 6. 公園管理工作中，你認為最困難的部份是什麼？

答：沒有說甚麼特別困難，因為以維園來說，它有很多事情都很急，我們要慎言，因為我們對外面的比較多，例如區議員，記者，甚至乎反對派的人士，我們都經歷很多不同的團體，我們所講的每一句話都是代表政府，所以我們都會很小心地去講每一言、每一行。維園除了面對大型活動之外，它是一個歷史悠久的地方，相對性人們對我們有很高的期望，變相我們會面對很多不同種類的投訴，因為現在香港人多以用投訴去發泄，可能有些東西未必符合他們心目中所想，他們會去投訴你，而再處理投訴的時候要花好長時間和心機。除了大型活動和投訴，我們都要面對查詢，雖然這些查詢可能是用口頭上回答或者白字黑字回答，但係所有東西都未有停頓，因為維園 365 日都有 function，我們基本上都沒有休息。

#### 7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：據我現在的認知，大型活動會越來越多，我們其實 keep 到市民的 expectation，但是我們都會想做得更好，例如減低投訴，令大家滿意場地服務。但是我們面對的困難是有很多大型活動是突然間新增出來，新增出來的無可避免，而香港未必有其他理想的地方供他們做為大型活動選址，維園是一個好方便的公園，無論在地方還是配套都是齊全，變相我們的壓力就只會越來越多。如要說可持續發展，啓德那面的體育城在落成之後會不會可以舒緩我們這邊，令到我們這邊市民真的可以到來休憩，可以踢足球，做他們想做的活動，而不會比大型活動影響。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：指標的話，我們部門都很多 guideline，我們政府每一樣東西都有指引。但是我們都會面對一些問題就是人們會說 guideline 是死物，人是生的，應該有彈性。但是在管理層的角度來說，過度彈性會造成問題。我們都會盡量遵守康文署和政府給我們的指引去服務市民。

## **Park manager M114**

1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：都幾多的，都幾多樹木，公園其中一個功能是讓人們休憩，有個地方 leisure，始終城市裏面都是「石屎森林」，你會看見香港的公園有很多不同種類，但有一個很重要的原素都是有樹木、植物，為這個「石屎森林」提供一個綠化的地方，綠化環境。設施上，很多地方都做得好。比如說我這個公園，你會看見不同類型、適合不同年齡階層人士喜好、需要的設施，我們這裏有四個兒童遊樂場。亦有很多空地適合長者耍太極，亦有很多不同的 theme garden，你會看見我們這裏有棕櫚園，亦有一個茶花園，我們這裏面積很大，有二十多公頃，好像有些商場在某區主要售賣甚麼類型的東西，我們這裏主要多 theme garden。亦會有特別的設施，例如我們有一個真草草地足球場，亦有一個模型船池，雖然不是唯一一個，但有一些一般公園未必有的設施。

2. 香港的城市公園缺點是什麼？

答：都有的，其實我們這個公園有一個位置先天設計有些問題，你看見中間有一條單車徑。這把我們公園分成兩半，單車徑是由運輸署管理的，我們接着會與他們合作，如何在這個「交叉位」改善單車人士及公園人士玩。因為很有趣，這兩個位置建造了天橋，分隔了，唯獨是這先天設計的因素。這個位置沒有天橋分隔行人及單車。唯一這個位置比較棘手，以及你看見很多新式的公園有很多特別設施，例如說公園建造了一個很大的「8」字單車徑。例如單車徑公園，荔枝角公園有極限運動給人玩樂一滑滑板。那些場地，而這裏並沒有那些設施，不過未必需要全部公園需要，可能要因應原來主要設計的... 主題，是的。曾聽同事提及，這個公園是由外籍設計師設計，以船為主題，它會有木的東西，你會看見我們這裏有幾條木橋。亦有一些幾何狀的架、紙架，比較像船的設計。

問：如果聽你這樣說，你會覺得對比一些新式公園，例如荔枝角公園、單車館，可能某些設施相對上缺少一點，但如果以主題來說，船及木就可能是一個特色。

答：以及我們這個公園有一個設施很受歡迎，就是露天劇場。它有數百個座位，很受一些機構，例如舉辦步行籌款、起步。始終有「瓦遮頭」，你看香港的公園有這麼大的露天劇



場，可以有數百個座位，就不是太多。另外我們有一個涼亭，正式名稱為觀景台。我稱其為「龍舟亭」。每年爬龍舟，那裏可以坐滿一千人，我們便稱其為「龍舟亭」。

3. 是否有機會改善香港的城市公園？

答：是的，我們有一個景點，下年回歸二十周年，這個香港回歸紀念塔在一九九七年時，由總理來，早前有國內公園來我們這裏參觀、交流。

4. 香港的城市公園是否面對著任何威脅？

答：都有的，其實如果是挑戰的就有一個一維修補養，因為你看以往的相片，就沒有樹木，但現在比以往種了更多的樹木。我們都面對一個問題，就是樹根不斷擴充，經常會「迫爆」我們旁邊的道路、地磚、水喉，都發生過很多次，例如水喉在地底突然爆，你又不知道實際位置，便不停地掘地。始終樹木不能砍去，要保育，要遷就樹木的位置，例如你看見我們其中一個花海的景點，亦都是因應以往環保因素，種植時花一會兒便凋謝，可能要投放金錢 keep 住。我們嘗試說過會否經常有顏色的灌木，可能減少更換花的次數，可以節省，但又 keep 到環境。比如我們某一些草地，一開始如果沒有樹木，始終草有足夠的陽光才能茁壯地生長，有部份位置的樹木生長較快，遮蔽了草，而草便難以生長。以及我們這裏有一個可以放風箏的地方，這個是其中一個特色，就是可以讓人可以合法在公園裏放風箏。這個區域有很多人這樣做，那片草地的消耗也很大的，近年多了學校秋季大旅行，可能它一開始沒有預料有這麼多人，外面旅遊巴士落客人便會導致塞車，但是可能道路網絡或旅遊巴士落客處還有改善的空間。

問：是的，如果聽你這樣說，挑戰有幾方面，例如比較多樹木需要管理，或者保養草。

答：我們都有超過六千棵樹。

問：是的，都真的花費工夫。第二，就正如你剛才所說，交通擠塞問題，因為太多人前往。第三，會否可能是設施上維修保養要花費不少資源及時間？會否有設施老化的問題？

答：都有的，比如說我們有四個兒童遊樂場，那些地墊都有使用限期。例如經常日曬雨淋，很容易有硬化、起角，很多「老友」經常被樹根「迫爆」。很多方面一維修經常要跟進，比如我們有十個飲水機，有很多人使用，有時候這裏壞掉。有時候那裏壞掉，公園大的時候各種東西，這裏壞掉，便那裏壞掉，一直要 keep 住不斷維修。

問：是的，我與你 share 一個情況，因為我某一次聽過新界西北一個公園 manager 說過，他說他們公園的地磚分為四、五個 phases，這裏鋪了，再重新把地再鋪，鋪了第四層後第一層便壞了，他說是不斷地鋪，每一日整個公園都是要不斷封閉場地鋪地，會否你這個公園也有這情況？

答：那就沒有這麼誇張，比如我們這道路將來會有很多工程。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：沒有大轉變。都是 routine。一些剛才提及的 regular maintenance 比較多。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：我們知道的就是公園使用者有不同的需要，我們要取得一個平衡，比如我們收到一個意見，婚禮場地旁設置椅子，方便使用者放置東西，但其實婚禮場地是要收費，可能長租，讓人們在草地舉辦婚禮。如果草地放置兩張公園椅子，好像不 match，因為婚禮場地沒有人租用，我們便開放予市民，市民喜歡那個位置有樹蔭、近海、耍太極。公公婆婆認為沒有地方放置東西，想要求我們加設椅子，但我們平衡過，公園其實有二百多張椅子，最後我們在那地方加設一些石頭，即是那些仿石，可能能夠讓他們放置東西，又能夠融合環境，不會太 odd，即是要平衡不同公園使用者的需要，其實有時候我們認為，不知如何說好，我們這裏有一個位置可以讓人租單車。在回歸塔附近，單車亭在單車徑旁邊，但很多時候現在可能新的公園有一條兒童單車徑。有時候有小孩不懂踏單車，但單車徑的人踏得很快，可能是先天設計，沒有設計一個專為小孩踏單車的位置，如果我們這個公園是讓人推單車，但不允許人踏的，其實有時三歲小朋友踏輔助輪單車，是不會踏得很快，可能你走路都比他快，但有時候你允不允許他踏好？曾經有家長說：「這裏不允許人踏單車，外面單車徑的人又踏得很快。」，帶頭盔踏得很快。不適宜在那些單車徑踏單車，但有時候有問題，未必能容易解決，除非我們這裏有位置或單車亭，其實單車亭也有兒童單車租給人。但反而沒有地方，就有一點尷尬、矛盾。

問：是的，你意思就是相對上要處理不同 park users 的 demand，要平衡它們就比較難，例如你說婚禮場地要添加椅子、單車場添加位置給人踏單車。

答：是的，可能有些小朋友的母親違規，在公園入面的路踏單車，我們這裏都幾寬闊，有些位置平坦、微斜，如果這公園只有那群人利用，是一個學習踏單車的好地方，但奈何公園內是不能踏單車，因為你一允許，便每個人都踏單車，但其實 lunch time 沒有人的時候，有些人便偷偷讓小孩在踏單車，但比如說我們看見有小孩踏單車，你都不知道應否責備他。如果你不責備他，其他人便投訴，比如說你是一個普通市民，你說你曾經被別人罵不能踏單車，你看見他便允許，永遠是有這個情況。其實如何減少這情況，就是盡量劃一些適合那些活動的地方，但其實我不知道外國的公園是否不允許人踏單車，或者香港的投訴文化令很多東西 block 了公園的法治，比如隨你喜歡前往其他地方踏單車，總之你不能踏得很快，撞上其他人。但香港那些便不可以，會引來眾人投訴。其實以前我們聽說一進入公園就甚麼都不可以做，不可以進行球類活動，甚麼都不可以做，不知道建公園有甚麼用處。其實現在部門開始放寬，你看見現在新建的添馬公園，任你踏任你坐，只不過你做好不同位置，可能這位置因保養而 close，盡量需要市民配合，始終你一個人投訴，就可以 stop 了其他人。

問：可能便會不能平衡使用者需要，可能處理投訴就真的困難？

答：不算困難，算有點棘手，即是「順得哥情失嫂意」。

問：你會否覺得其他地方有困難？因為有些公園反映，例如說人手安排上緊絀，或者他們會認為管理上。

答：這裏便 ok，因為我知道有些公園，例如天水圍，它在市中心，可能有嘉湖經過公園，但我們這裏地理其實是偏僻一點。在外圍，最近的公共屋邨都有些距離，不會有些在公園中心，不是不多人，只是假期特別多，平時晚上人們來散步，比如說有些公園會有唱歌、噪音，這些問題我們暫時沒有。

## 7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：我們現在康文署有三大工作是外判的，包括護衛、清潔及園藝合約，其實都實行了一段時間，外判能節省金錢，始終以前公務員，好像我們現在用一個 outcome base。好像園藝合約，我們不理會你們用多少人，總之你們能辦妥就可以，其實有好有壞，你說管理方

面，因為始終他的公司都是做那類型的東西，容易控制成本。但是可能這些叫作低技術人員，例如清潔、secure，有時候會參差，我們會收到投訴，有時候好簡單問問題，他們便不願回答，管理上我們伙記、部門，有時候就不穩定。有時有部份人爽約、「頂更」，但就不嚴重，整體來說都可以接受，通常剛開始新的雇員 sell 給你的時候就甚麼都可以，到時便有些東西不可以，慢慢 tune 下便可以接受的。

問：是的，你的意思是都會認為整體服務水平是 sustainable 的 level，只不過可能就要與外判合作、deal with 他們。

答：有時都難以控制，都是盡量。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

答：其實都有一個作用，讓你可以 mon 住，even 我們、contractor、護衛。

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：我們每個月都有 tick 他們的服務水平，有幾個範疇給分，他們都是三年合約。如果他們這三年做得不好，其實影響他們往後的投標。

問：即是你們平常用的指標相對上可能係一個 area 評分，很少十分仔細？

答：是啊，幾個範疇。

問：幾個範疇，有沒有說範疇，即給分可能是舉例說園藝 in general 1-10，然後就給分，是不是類似這樣？

答：A, B, C, D 這樣，然後 overall 評分。沒有分那麼仔細。

問：不會太細？其實都是「大路」area？

答：是啊。比如他某些方面做得很差，那就低分。

10. (附加)遊人會否爭用設施？

答：我們這裏便是風箏區，因為風箏區最美麗的，地勢較為斜，以及能與海相望，那個位置較為空曠，人們喜愛在那個位置野餐，但因為這是唯一一個位置一那兩塊草地可以讓人放風箏，旁邊的第三塊草地是不允許的。可是，人們喜歡在那個位置野餐，因為現今流行「太陽擋」，自己打開、彈開。我們是不允許打開的，因為風箏區內放風箏的人有時候需要跑、拉下風箏。突然放帳篷在中間，便阻礙和構成危險，我們有一陣子便不允許人們打開。之後傳媒便得知，然後去了部門 headquarter 那裏，不允許露營、開帳篷，最後便認為可以允許這些不是很大，或者沒有門關閉，不清楚他們在裏面做甚麼，我們叫作「太陽擋」，就允許他們在其他草地打開，都正在回應社會的轉變。但我們的風箏區，不是百分百都是草地，旁邊有樹木。其實如果你在樹下野餐，你不會阻礙他人放風箏。但我們曾經見過，有些人很誇張，會越坐越開，放風箏的人便認為那些人阻礙他們，便要求他們前往旁邊草地，那些人便認為自己在樹底也不是很阻礙，有時會發生這個情況，但不是十分嚴重的。沒有你剛才提及過的緩跑徑... 我們有一條緩跑徑，但緩跑徑是一段段的，以及是不近海的。

問：人們喜歡跑單車徑。

答：又不是跑單車徑，是喜歡跑海皮、海濱長廊。這個交界位，因為這是在裏面，這條單車徑是在外面，如果公園這裏到那裏便要跨過單車徑。

## **Park manager M015**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：我認為是公園的美化種植，例如是園藝那方面，沙田公園或者是香港的公園裏面在這一方面都比較好。在園藝方面都給市民一個吸引力，有一個觀賞的價值。另外一些特點就如香港公園有一些雀鳥，這些都是香港公園的特色，其他公園並沒有的特色。至於沙田公園，就是有不同的中式設施作為特點，這個方面在香港不同公園或者地區都有不同的特色，而沙田公園擁有這一方面的特色。一個公園有相應不同的設施提供給不同需要的市民去使用，例如兒童遊樂設施是為小朋友而設、長者健體設施提供給長者，而一些 fitness 的設施都有提供給喜歡 fitness 的人，喜愛做戶外 fitness 的都可以使用，或者是休閒的設施，如只喜歡坐在公園休憩的公園使用者也可以滿足他們的需要。這些都是沙田公園擁有的特色。軟件上最主要都是管理同事或者清潔這些方面，同事上面，我們沙田公園的同事都十分 helpful，好多時候如市民有查詢的時候，我們都會儘量解答他們的疑問。而清潔方面，清潔是承辦商負責的，但在這方面我們監管的時候，大家都會互相配合，清潔公司十分配合我們公園的運作，這方面都不錯。

### 2. 香港的城市公園缺點是什麼？

答：可能是執法上，我們有一定上的限制，始終我們是一個休閒的設施，我們儘量避免去做一些檢控工作，因為不想影響市民到公園遊玩的心情，但這方面上，同事都會遇到公園使用這使用公園時有些許違例的行為，例如公園不能踏單車或者吸煙，但這些違例行為是經常遇到的，這方面比較難去控制，亦不是我們可以控制的範圍之內。以及幾年比較多大媽廣場舞文化的引入或者在公園唱歌的情況，這方面應該是每一個公園都正在面對的問題，不單止是沙田公園，而是香港的公園都在面對這些問題，文化的不同導致每方面都需要去協調，例如有人喜歡唱歌而有人又喜愛寧靜，這些時候就需要協調，會比較困難。

### 3. 是否有機會改善香港的城市公園？

答：越來越受歡迎這是一定的，因為沙田公園是位於沙田區較市中心的位置，而沙田區的人口越來越多，人口多是佔全港十八區數一數二，會有越來越多人去使用，這方面是一個好處，因為有更多人認識到公園。

### 4. 香港的城市公園是否面對著任何威脅？

答：在挑戰上，沙田公園的歷史較久，有接近 30 年，有很多相對的硬件設施會比較舊以及老化。這方面需要時間去翻新一些設施，但翻新設施的期間，因為始終我們金錢有限，或者遇到不同人的意見，造成翻新上的困難。一來需時長；二來我們想去改建一個設施的時候如用途更變。我們都需要一些地區上的支持，可能這方面我們需要花時間去處理，這是一個比較大的挑戰。

### 5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：在設施上，翻新並沒有很多，而改善工程方面，我們都有不斷在做，改善期間我們都有配合現有的設施去做，改動並不大。反而在人手編製方面，康文署有一定的制度，例如場地經理通常任職 4 年，就會轉換職位，而康樂助理方面，大約 4-6 年就會轉換職位，人手上、職位上轉換得太頻密會出現交接問題，可能對公園歷史不太熟悉，就會有挑戰。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：作為一個場地經理，需要處理的範疇比較多，包括園藝、清潔、保安場地設施、維修。我們公園有小食亭、單車亭，裏面包含租借合約，同一時間場地經理需要去處理一些 programme 活動。這些活動比賽，當我們需要同一時間處理這些東西時，時間上就比較不足夠。另外，市民的投訴上，好處是可以提醒我們公園的缺點，讓我們更加瞭解公園的不足，但有些時候有些市民會反映一些比較無稽的意見，但投訴機制令我們在流程上需要做更多，花多了時間去做這方面的工作。有時候人手安排上，同事放假又或者同事與同事之間調職的時候，可能人手上都會有不足，同事會做得比較辛苦，是有相當難度。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：我認為公園能做到可持續發展。在面積上，我們面積有限，沒有可能擴大，附近沒有足夠位置。而使用狀況，在設施上，如果可以翻新的話，會成為一個好處，因為與時並進，翻新設施，市民在使用設施時會比較愉快，因為畢竟是新設施。如你說能否保持一個 level，我覺得是可以的。雖然同事上雖然有很多調遣，但在公園工作的同事通常都富有經驗，包括對於樹木、園藝的管理，又或者是一些非收費設施的使用上，同事在這方面都有經驗，在管理上都可以保持並有所進步，同事可能覺得公務員感覺上可能停留在一個 level 上，做不做都沒有分別，在公園上的同事都會很用心，用心為公園付出，這方面是可以繼續改進得到。

問：有些公園反映過，例如樹藝這方面比較難找到 qualify 的人手去跟進，你會否擔心沙田公園在這方面有相似的情況？

答：有，這方面我有擔心過。其實有 CA 牌的同事不多，甚至一些新入職的經理都沒有 CA 牌，這方面會比較不好。以往有些同事有這一方面的經驗，他們退休的時候(最近是退休潮)，當我們失去這批有資格有經驗的同事，部門需要給與更多的支持和 training 去減低青黃不接的問題，所以有擔心的情況。以沙田公園為例，我們有 7 個助理康樂的同事，只有一個有 CA 牌，一個就有相對比較多的經驗，其餘的人經驗就相對比較少，擔心對於樹木管理方面的知識不足，很多時候都需要去詢問樹隊的意見。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：如果是一些外間的指標就不太清楚，因為我不清楚坊間有一些指標，但如果是指部門 guidelines，同事都會盡量跟隨部門的 guidelines 工作。但有時部門的 guidelines，在決策的方向上，會以一個整體的方向去思考，但有時去到某一些場地時，不同的公園始終有不同，guidelines 會有些少偏離的情況，例如有點不太 make sense，有時會令到同事在執行上有點 confused，部門的 guidelines 和指引在執法上的建議去做的時候，在公園的管理角度上，未必要緊貼部門的 guidelines 才可行去做到，可能我們會需要一些微調。

問：即是話公園經理都會覺得 guidelines 都需要一些微調之後再執行會比較好？

答：沒錯。這樣的話同事在執行上就會更加得心應手，知道怎樣去做又或者能夠執行他們的工作。

問：如果有一套 indicators，你認為每一個公園都應該有一個 framework 抑或是是一個自己公園獨有的 guidelines，每個公園對於指標有不同的比重？

答：如果是用一套的 guidelines 去 for 香港全部的公園，我認為未必恰當，可能是大方向就可以用一套 guidelines，但可能中間一些細微的位置，例如不同區域、假設以 18 區為分界，可能沙田區與九龍城區已經大有不同，一個是新界區一個港島區，使用量和對象已經不同，可能比例上會有不同，我認為大方向可以跟隨部門指標，但一些比較細的事項可以區域為分界。

#### 10. (附加)遊人會否爭用設施？

答：在遊樂場設施會有較多衝突的發生，遊樂場設施因為歷史較長，會是一些歷奇的設施，隨時間，歷奇設施已經改建為相對休閒的設施，但有些小朋友喜歡探險，雖然設施已經改建，但都依舊喜歡攀爬上去，有些家長覺得很危險，但一些家長又認為應該讓小朋友攀爬一些有趣味性的設施。當有不同的意見出現，會難去平衡雙方意見，假設日後需要改建，需要做改善的時候需要平衡兩方面市民的意見，在沙田公園遊樂場設施會比較多有爭論點。另外，廣場位置比較多市民跳廣場舞播音樂，但有市民認為公園是比較寧靜的空間，居住附近的居民也會覺得音樂音量大會影響他們的生活，始終沙田公園比較近民居，噪音投訴會相對比較多，在這方面會比較多衝突，需要平衡。有些認為我們開放一些曲藝活動的設施開放時間不足，有部分市民認為已經足夠，環境已經很嘈吵，甚至希望縮短開放時間，這方面也是衝突比較多，比較難去平衡。

問：有些機構想申請活動，這會霸佔了某些場地，佔用時間比較長，當中有些市民會想使用該場地，因經常被霸佔造成不滿？

答：這方面比較少，通常機構的租用時間為星期六日或公眾假期，而他們使用的地方大多為中間的廣場位置和露天劇場位置。如市民想使用可以使用其他位置如北園和南園的設施，而且機構通常租用去舉辦一些開放活動如嘉年華，讓市民參與。市民經過有興趣的話都可以參加，所以衝突會比較少，因為我們只是在星期六日和公眾假期做這些活動，其他時間我們會照舊提供給市民使用，所以他們隨時參加都可以。這些租用場地的申請者都是 for public，並不是 for 私人機構做活動。當然會有 for 私人機構活動的時候，但多數都是在天幕廣場舉行一些儀式或典禮。雖然是 for 機構但市民都可以圍觀觀看，所以相對市民就不會反映說被霸佔到場地設施。

問：因為一些公園如港島那些，會有市民反映設施經常被霸佔，經常收到這些投訴。

答：我們有收過投訴，不過我們有作出調整，就不會太嚴重。

問：吸煙投訴這方面會否有很多投訴？通常有市民吸煙就會有投訴。

答：其實有，每日都有人吸煙或者手持香煙經過公園，因為公園除了有休閒設施也是一個必經的位置，通常市民會經過公園到對面城門河。因為地理位置問題，市民不知道自己已經進入公園範圍，而公園範圍不准吸煙，市民會邊吸煙邊走過公園，幾分鐘內已經會離開公園範圍，這是每日都遇到的情況。雖然有這些情況發生，但當同事見到都會作出勸喻，但保安同事人手有限，公園範圍大，難於巡查，所以有些市民反映公園有人吸煙但沒有執法。其實並不是我們不想執法，而是第一公園人手不足；第二公園的位置是必經之路，市民經過的時候已經離開公園範圍。

## Park manager M116

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：好的地方是可以提供休憩的空間給不同的市民，如晨運客、晨運客內的老人家。若公園鄰近學校，也可以給學校的學生一個學校的體育課堂以外的活動的地方，提升他們可以用到空間。尤其是公園附近的居民，居民的定義也很廣闊的，公園附近的居民吃飽了也可以到來散步，可以在假日有個消閒去處。香港能夠提供給市民休閒的地方越來越有限，大部份都是來建造大廈，我認為公園可視為沙漠中的綠洲，提供市民一個假日能夠去的地方。尤其是我認為公園是真欣慰的是草地。當然，與外國相比，香港的草地是「蚊比同牛比」，是很細少的。不過，對於香港來說，這是一個可以在假日 picnic 和消閒的地方。在我們的公園，星期六日，天氣較涼的日子開始，我們的草地可供市民坐下的地方都會佔蓋七到八成左右。除了星期六日之外，又如中秋節，或是特別的紅色假期，如聖誕節或學校假期，也會多家庭，現在的趨勢也不只是一個家庭，可能是 whatsapp 的普及，一些 family group，如「媽媽會」，同一月份生小孩的媽媽組織而成的群組，她們會一起 picnic，這是她們其中一個活動的選擇。位置上，若換是一到五分，五分為最高份的話，我會給四點五分。因為我們接近巴士站和輕鐵站，都是與公園只有三分鐘內的路程，所以我們的交通是較闊的。

問：剛才說，公園鄰近學校便可以給學校上體育課，這公園會是這一類嗎？

答：近的，近的，當然近的。附近是有一間中學和一間小學的，與及一間特殊學校，它們都貼近公園。除此之外，還有三四間學校與公園有十分鐘的路程。不時會有學校來上體育課，會利用公園為長途跑步場地，如圍繞着公園跑圈為課堂的內容。

### 2. 香港的城市公園缺點是什麼？

答：我認為公園的限制是可以再放鬆一點。如關於寵物的事宜上，除了一些 pet garden 之外，有些公園範圍是否可以開放給市民和寵物進入呢？

問：有聽聞公園管理上，安全是很重要的，你會認為某些安全限制可以放鬆嗎？還是已很適合呢？

答：安全性上，最基本如單車不准進入，又如滑板，這類安全性是可以繼續保持的。單車來說，不是每個人都如此遵守規矩，若容許了單車進入公園，大家能夠共用的空間其實都是有限的。大家都會期望公園內的都是靜態活動，動靜的活動若有同一地帶內進行的話，其實對安全性便會產生很大的引誘。靜態活動其實是可以的。靜態活動的一般理解是這活動對其他使用者的帶來少一點的影響，我認為這一般的 concept。既然是影響別人的話，限制是否可以放鬆一點呢？這是可以斟酌的。

### 3. 是否有機會改善香港的城市公園？

### 4. 香港的城市公園是否面對著任何威脅？

答：機遇的話，的確如此。無可否認，管理公園與管理土地兩者是很接近的，不同在於公園多了公園的設施需要我們去管理。香港的土地是越來越珍貴時，這便不只是公園本身的土地，而是及至公園周遭的土地當開始發展時，當然是會有房屋的，有房屋便會多了人。機遇便是人多了，使用公園人士便會增加，也隨着香港人口老化，房屋增加便人口增加，而人口老化時，老人數目也便增加的。我們的 distributed population 便會多了，即不同年齡層人士也會多了使用公園，問題便會出現於不同人士便會對公園有不同的需求。老人對公

園的要求比較簡單，有一個美觀的草地或一個清潔的地方便足夠，因為他們多是作一些簡單的伸展運動又或是八段錦或耍太極之類。若對年青人來說，他們希望多一點，如踢足球、籃球場、足球場的設施也增加。小孩的當然是 play ground 的 equipments。Family 當然是希望 open area 如草地可以平坦一點，多一點花草樹木和欣賞的空間。你可想像一塊有限的公園土地上，我得照顧剛剛略說的每個 age group 內大概對公園的期望，還沒有算一些細項或再特別一點的要求。如何去平衡每一個年齡層、每一個人口的需要時，這便會有所難度。當然，能夠滿足所有人呢？第一，要看資源。資源會令我們是否可以 entertain 所有人，因為大家有不同的 needs 時，是否每一個 needs 的成本都一樣呢？會不會有些多一點？有些少一點呢？第二，便要視乎場地的限制。例如這個公園，最厲害的是我們有一大塊草地，但這個公園的特色是依山而建，即大部份草地也是斜坡來的，若在斜坡上再加設施是會有一定難度的。又在別的草地上加上一些設施，也可以加上一些老人設施，這也得考慮天氣。Open area 有一個好處，就是可以自由自在享受天氣，無論甚麼天氣，當然現在秋高氣爽便最高興了，最在夏天普遍有三十四至五度時，在高溫下的草地，還有期望市民逗留很久嗎？有些老人則要求加建老人設施，我們則要考慮它的作用如何，我想這是作為一個公園經理將會面對的事情，或是現在已在面對了。

問：這可以理解為挑戰嗎？若限制較大時，而市民要求增加，會滿足不來嗎？

答：政府來說不會第一句便 say no，如有個計劃 A，天馬行空的，如市民要求加建一個如尖沙咀的鐘樓，可行嗎？初步看，當然不可行的，但可以馬上 say no 嗎？現在當然不能。我們現在會看有沒有 alternative，類似或接近，或是模式不一樣但目的是一樣的來回應市民的需要，這會是現在的挑戰。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：其實軟件和硬也有。人手上是有轉變的，現在政府各部門都主張精簡。若我們有同事退休時，未必即時有人手彌補空缺。這便會產生一個真空期，若以往是六個人在工作，中間便會有半年到九個月需要五人負責本來六人的工作。數學上，五人負責六人的工作也不過是多了 0.12 的工作量。可是，五人當中也會有正常的例期、休期、大期等等，所以牽涉出來的便不是一加一這麼簡單。另外，市民對於政府設施的要求的而且確比以往提高了很多，有可能是因為大家的眼界都大開了，不只是單去了別的場地，甚至是在外國旅行過後，便把外國的概念...很常見的是在外國看到別的植物種類，便希望在香港都可以種植，最常見的是櫻花。在韓國和日本看過櫻花，大家都會很高興，也很願意每年都去一趟，若香港也有櫻花，一程車子的路程便可以看到，不用一程飛機才可以看到。當然，這是相差很遠的。其實你或看見，香港沒甚麼櫻花的，若你熟悉的可能便只有長洲在二月時的那兩三棵。因為櫻花本身是屬寒帶的植物，香港卻是一個亞熱帶的地方，即有如在香港養企鵝。當然，不是說不可以。以企鵝、北極熊來說，因為可以以設施搭救，即可建一個長期負四度的館來養企鵝，但對於植物來說，卻不可以製造一個自然空間出來。即可以設立一部戶外冷氣機長期吹着它，保持着幾度或十多度來讓那櫻花成功生長。若我們種不到櫻花，我們或可考慮別的樹，例如有顏色的樹，如鳳凰木，即若有看電視的話，有很紅的花朵。鳳凰木本身是適合香港種植的，這便可以轉移市民的 needs。即可以市民本身是希望公園有點色彩，希望有此新種類的植物，讓市民有一個可以賞心悅目的目的。成本，也有些是因為它的客觀因素，這是改變不了的，可能把一種寒帶的植物種到亞熱帶地區，可能轉變它的特性。若是可以，這種櫻花也不是同一種櫻花了，或已是一種受基因改造後的櫻花了，但這技術層面我們也未必辨到。

6. 公園管理工作中，你認為最困難的部份是什麼？



答：要得到市民的理解和認同。例如，市民會問我們為可要斬掉某樹，他們或會看到樹是很健康的，這點以他們的角度來說，健康便是有樹、有綠葉...因為我們與市民的認知是有點不同的。市民會認為有樹葉生、有果實結、有花開，他們便會覺得這是健康，但我們不單看這些外在的環境。如樹的內部已有腐爛，結構上已有影響時，我們便會認為需要 fell 那棵樹。或會經常聽到市民會說我們為何可以隨便 fell 樹，這便是我們和市民所認知的會有不一樣，這便會得不到他們的理解。又例如，我們的場地有設施損壞了，以市民的角度，如我們要更換一張損壞了的椅子，這可能是很簡單的，鑲兩粒螺絲和換兩塊板便成，但我們即要報告給建築署，也要安排承辦商，承辦商也得檢查他們的存貨，因為有些椅子是久以前的，已沒有適合的配件。可能需要整張椅都換掉，這也得重新再報價等等，這便需要花一至兩個月才可以換得成，這是沒辦法，政府既有的程序。我們或已經習慣了，我們作了所有事情來加快，但市民便覺得換掉一張椅子也得花兩個月，這便是在同一件事情上，我們和市民之間的偏差了。有時甚至在更換過後，他們也會說舊款得不是很舒服嗎？為可不用舊款的，反而弄些新東西出來。但我們背後可能是未必有舊款的零件，也可能是舊款的在安全上有所缺陷，所以要換上新款的。這正是我們不會每每做事過後會弄一張背景圖來指示我們更換了甚麼和為何更換之類，很多時候，我們工作過後，市民看到的是表面的製成品，但在過程上，很多都是 **Manager** 和同事之間曾經下過的苦工，但就未必得到市民的認同。這些情事，不只是同事們，我自己也會有 **frustrated** 的時候，是令人沮喪的。即工作過後，未至於能得到市民的讚賞，但也不至於要被批評。

問：這即會令人有點不安樂嗎？

答：也不是安不安樂的。當然，我們明白作這份工作不是付出了 100% 便要得到 100% 的回報，只是不至於得到一個 **negative** 的回應或反響。

問：剛才說到，人手上的不足會是困難嗎？

答：人手問題基本上是很多場地要面對的問題。剛才所說，政府要精簡人手，但又要有同樣的人手時，要怎樣代替呢？便把工作 **outsource**，但 **outsource** 則會回來工作的質素未必是自己可以控制得到。**Outsource** 了的地方也是自己管核的，但自己是無法直接控制得到那些 **outsource** 的同事時，我們也要承擔那些地方在管理上責任，這便會出現了矛盾。

#### 7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：維持其實是可以的，我認為是 90% 是可以的，但若是看使用狀況，面積、管理之類，假設不會變動，不會被政府使用在其他地方。使用狀況其實是很受使用者的轉變而帶來的影響。我想，大概十年前左右或十多年前，沒有人會想像到公園會演變成現在的模樣，如有最有名的沒想過會有「大媽」進來跳「大媽舞」，所以在十年前問我能否 **sustainable**，我十年前會回答你是 **sustainable** 的。但我現在看到「大媽」的出現，要是問我使用狀況... 公園的管理情況是否 **sustainable**... 所以我剛才為何回答是 90% 可以呢？還有 10% 是建基於使用者帶來的影響，我不是對「大媽舞」有任何的評語，不過「大媽舞」的而且確有部份人士是對這事非常反感。當然，這不單是她們跳舞模式，而是她們對我傳統使用公園文化的衝擊，始終那些會跳「大媽舞」的都不是本... 不是傳統香港的文化來的，主要是來自大陸、中國的文化，這是一個文化衝擊多於... 其他的問題所衍生的，所以她們的使用便會現有的情況產生各樣變化。以前大家使用公園是很相安無事的，耍劍則耍劍，但自從有「大媽舞」，有些音樂響起時，的確有些人來到公園是希望有一個靜態的活動，但她們則帶來這麼多噪音，這會帶來甚麼滋擾... 在管理的角度... 補充一點，剛才問到我們的難度，還有甚麼難度呢？就是，我們現在可以做到的，如以你為例，有甚麼事我不可以讓你做呢？是要看我們的遊樂場法例的，但那套法例最少也有五六十年的歷史，起碼那時不會很刻意

有...舉例吧，發聲裝置，我們以往只想像到一些大型揚聲器，但現在我的一個小型 **portable** 的揚聲器，即那些 **wireless** 的也可以製造很大的聲音。我想在以前的法例並沒有演變到。又例如，手推車，現在也有滑板車，那些像「風火輪」你明白嗎？那些可以站着的電動車，我想那這法例沒有這麼多，這是其中一些例子。即有些新東西，市民帶來公園玩，如剛才的「風火輪車」，我則要看相關法例，使用時會影響到人，我們有甚麼辦法可以制止呢？我們則要看那套很有歷史的法律。但這套法律是可以制止到呢？未必做到的。剛才說的「大媽舞」，可不可以禁止她們跳舞呢？法律有時也不會寫得很僵化的，即要看對其他人士有沒有帶來滋擾，這便是這個「滋擾」對一同人士的定義不同了。以中文大學來說，在你們附近有一個小白露餐廳...在小白露餐廳，吃着扒餐，聽着柔揚的笛聲、琵琶之類，高高興興，欣賞着那漂亮的湖。當你在公園，買了一間屋，每朝都聽到同一樣的笛聲、琵琶聲，我想你不會覺得是一種優雅了吧，那便會是噪音，所以這個「滋擾」便會有所不同。我要來平衡滋擾時，這些法律賦予我們的權力便成為限制，我是否可以做到一個管理的角度呢？則未必是了。因此，使用上是否 **sustainable**，以現在來看，我只能說不能百分百說是肯定的。或者未必可以界定到它是那個 **category**。有時只好使用相關的東西看看能否套用得來。

問：剛才有點是比較有趣的，你提到公園的使用文化是改變了，這點我則在別的地方比較少聽到。

答：從觀察上，我們也得經常看新聞，看看那些爭執在哪裡... 在公園內...即以往大家都有一個 **perception** 公園大概是甚麼模樣，但現在的而且確在這八年到十年期間，公園的使用文化是帶來了很大的轉變。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：指標來說，我這裡是沒有甚麼特別的指標，因為有很多都是恆常做的。要是指標的話，我們只有如可以說是以管理角度，我們有沒有跟從部門的 **guideline**。因為公園本身是沒有 **indicator** 的，只有部門制定下來，我們則去跟從。因為公園與康文署的運動場不同，那些使用率會比較 **concrete**，如一定要使場地的使用率達到 90% 或者 80%，但其實公園是一個「無皇管」的地方，即沒有限制的地方，這則應如何計算使用率呢？市民在旁邊走過是否當成使用率呢？這是很難可以有一個客觀或比較客觀的 **indicator** 來 **follow**。又例如，樹的 **growth condition**，可以寫 **Good**、**Fair**、**Poor**，也是很主觀的。如它寫讓某樹的葉超過八成時，即是健康，但這也要靠主觀的人來判斷，很難有一個客觀的標準。

10. (附加)遊人會否爭用設施？

答：噪音吧。在空地上，一些晨早的跳舞團體，未必是團體的，應濠是使用揚聲器來做運動的團體，如太極劍之類，有時會有音樂的。在這些空間上，有些人是希望早上靜態一點坐下來，看看報紙之類，但那些音樂便會帶來一些影響，這些在這公園算是多點會發現得到的。

## **Park manager M017**

1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：以我們香港來說，包括我們這個公園，管理是比較完善。相對於國內，我們香港有較多管理人員，他們每一個都有其專業，以及新建的公園規劃比較好，包括種植樹木，考慮種植甚麼品種、甚麼品種應放在一起。在這些方面，我覺得越來越好，有進步。當然你看見好像我們這些比較舊式的公園，所種的樹木都不太集中，較為分散，但現在新建的公園便有這些規劃。

問：除了綠化以外，在設施方面你會如何評價？你覺得做得好不好呢？

答：比以往更多元化，好像你有時候來公園也不只是散步而已，現在我們香港的公園也有球場，我們的公園有 roller 場，會有很多不同的籃球場、足球場、運動場，設施較為齊備。不同年齡層來到公園，總會有設施適合他們玩樂。

問：是的！你們有沒有看見公園的使用者的年齡分佈是如何？會否集中某一類？還是較為平均？

答：其實就很平均，他們出現的時段就不相同，比如是晨早，連我還未上班，九時前都是長者為主，然後到黃昏便多了些學生，然後夜晚便有些成年人。我猜想六時後便已經有了，他們來跑步、踢球，所以每個年齡層都很平均。他們到訪的時間是不相同，除了星期六及日，我有時候星期六及日回來這個公園都能看見爺爺帶着孫子、爸爸媽媽整家人都在這裏，在這裏玩樂，會有這個情況的。

## 2. 香港的城市公園缺點是什麼？

答：做得不夠理想的地方是一定有的，不過我覺得這些未必能夠得以改善。我剛才所提及的多元化設施，在另一方面不是好處，會讓我們頭痛，讓我們這些管理人員，要了解的東西實在太多，給予市民的服務也不夠專業、不夠專心。好像有時候我們做綠化工作，但同一時間也要兼顧球場設施的管理，「現在這個情況，究竟那片地是否適宜踢球呢？」好像這些情況，我們必須了解，亦都需要處理比如運動場緩跑徑，也是不同的設施來的，甚麼時候需要維修、翻新，我覺得這些不同範疇需要一些較專業的人員處理。當然，我便認為現在我們政府的方向，康文署都是做普及體育的工作，變成了專門到好像管理公園的工作，就是一般公園也不能做到。

問：是的！如果聽你剛才這樣說，會不會因為是康文署的方向是想做普及體育，因而難於做多一點多元化設施？但可能從管理角度來說，大家在人手分配上未必有高的 **knowledge, expertise**，在管理上可能變成有點困難。

答：是的！人數也是一個問題。比如我們現在這個這麼大的公園，除了我以外，就只有一個主管。我放工以後，夜更也只是有一個主管，連經理也沒有。其實他們出了外吃飯後，便沒有主管在公園了。當然，不是每個公園也有這個問題，但有部份確實有，我相信不只是我們公園有這個問題。人數上及知識上，亦會較遜色一點。

## 3. 是否有機會改善香港的城市公園？

答：現在都有的，只是計算我們公園婚禮場地的話，已經開始有人問：「可否不只是 **book** 作婚禮場地，幫兒子舉辦盛大的生日 **party** 又可不可以呢？」，會有這樣的事。

## 4. 香港的城市公園是否面對著任何威脅？

答：比如足球場也有其問題，現在越來越多人 **book**，但是我們公園空間是有限，一場足球一個半小時是不能退讓，不可能把足球場一分為二，每邊分給一個團體，那他們便能踢得

更多，這是絕對不可能的事。但現在多了機構來 book，多了些人來抽籤，讓一直在這公園玩的市民，book 到足球場的機會便越來越少，很多時候便不能玩樂，對他們來說是有點悲慘。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：人手編制很少改變，最多可能是有 warden 差五個月沒有人手，現在就有足夠人手，可能就是這個變遷，但事實上位置也是只有這麼多。而設施翻新經常都有，好像我剛才說，我們這個公園多年前已經建成，有時候廁所也需要翻新。近期最大的工程就是我翻新了一個人造草地足球場，因為我們有兩個人造草地足球場，其中一個二零一五年才完成翻新，很多市民便選擇新的足球場，而不傾向選擇舊的足球場。

問：豈料足球場的容納空間已滿。

答：始終空間一定會容納不下這麼多人，即使是舊的足球場也容納不下。我們公園下年也會把舊的足球場翻新，我相信翻新後從其他地方來的人會增加。我們相信會是這樣，老實說，踢球的人是喜歡用新的場地。整件事是不相同的，人們使用草地足球場會越踢越硬，當然會想用新的設施。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：對我而言，最困難就是人手不足夠。主管級的人員，甚至我在辦公室內的同事，再加上 clerical 的同事，我也會覺得不足夠。

問：是的，這個「不足夠」是指人手編制上已經不足夠，還是編制上可能夠，但是實際上不足夠？

答：編制上。如果你給我多一個員工，那就會更好。我覺得至少主管有事情需要出外處理，辦公室一定要有人。在我們的編制中，clerical 就不是最主要的，其實我一個由早上工作至傍晚也可以。如果真是這樣的話，我猜想晚上沒有人接聽電話或留在辦公室的情況會更為嚴重。因為有時有 accident report，他們有事召了救護車，我們主管也需要出外了解。我們 office 便沒有人。同一時間，如果有人前來投訴，便麻煩他等待一下，或者叫他們打電話入辦公室。

問：可能早上及晚上人手不足的問題會嚴重一點。

答：晚上會嚴重一點。

問：好像你之前說：「由早上工作至傍晚」，但公園是由清晨開放至晚上。

答：公園是開放二十四小時，但我們公園的設施是晚上十一時關閉，所以我們的同事是差不多時間下班。

問：是的，正如你剛才所說，主管下了班或外出，辦公室便沒有人，需要透過 clerical office 的同事幫忙。

答：如果我們夜更來說，主管是不會提早下班。不過他一出外或食飯，便沒有人。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：能夠做到，我覺得如果有更多人來及更多設施的話，我們在這方面的信心就比較少。

問：是的，你們這個公園的使用量有沒有某些 **season** 是特別多人？星期六日這裏普遍是多人。

答：是的，都是這些秋高氣爽的時候一秋天。

問：你們有沒有大概估計有人是跨區來這個公園？還是主要附近居民，或者學校多呢？

答：那就一定是跨區，足球場你一定知道是跨區。我看過有跑步的，我自己有朋友不是住在這附近，但也會過來這裏跑步。

答：學校租用作運動會用途，其實有機會是跨區的。有些油尖旺學校過來這個公園作陸運會。

問：那不算遠，新界就很少出來。

答：新界就遠，正如元朗那些，**book** 車已經有困難，他們安排時間上學放學也困難。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：有的話會好一點。因為尤其我們做管理的，不走出來看你是難以管理所有東西，如果有指標制定出來，比如是經過使用者給過意見，我覺得對我們管理便容易很多。

問：因為有些公園的經理可能反映，如果有指標的話就好像很守舊、限制很大，你認為他的說法是否都有其原因？你覺得有指標 **flexibility** 會否下降？

答：我就要知悉那個指標是否需要嚴厲執行，或者很不會變通地執行，比如我這個公園一年做到一百宗婚禮就是受歡迎的地方，如果不是便要想方法改善，我便覺得這就是限制。但是我覺得有些指標是有作用的。比如原來真的一百宗是受歡迎的，我便要看原來我只有有一宗，那是否相差太遠呢？但原來其實我已經有六七十宗，我未必會覺得，都要看推行這個指標的時候，到底會給我們多大壓力。

問：是的，或者我舉一個例子，我以這個公園做例子，可能你們是其中一個舉辦婚禮的場地，指標就是盡量滿足不同團體舉辦 **event** 的需要，可能是這樣寫而已，但實際上怎樣 **measure** 或者量化這樣東西，就交給公園的管理人員負責。但指標都是要 **measure** 它是否受歡迎，有多受歡迎是自己制定的，你覺得這樣的指標會否相對上寬鬆一點？但都有得跟從。

答：這樣便無從稽考。

問：你覺得應該具體一點？

答：是的。

問：是的，例如我舉例表格內有一題就是問：空氣指數有多少日是需要達標？有多少日是超標？你覺得如果當有這個指標，你覺得有沒有參考價值或有助管理呢？

答：那便有，我們有時候會知道為甚麼學校 **book** 了三至四時的足球場，但最後沒有出現，原來空氣質素太差，這些事情我們便知道。

問：是的，你會覺得有指標都具體一點，可以跟從會好一點。

答：我就覺得可以跟從會好一點，不過如果有得讓我們跟從，是否一定要全部跟從？如果是的就會有一點擔心。

## 10. (附加)遊人會否爭用設施？

答：我這個公園運動場外，是有屬於公園範圍的緩跑徑，都會有人說跑快跑慢，你跑慢便阻礙我，然後跑慢便會與跑快的人警告：小心撞上他們。會有這些問題，以及公園的步行徑都有人跑步，但是我們或我自己認為，他們在公園都只是自由活動，沒有規定一定要到緩跑徑才能跑步，但是這個快慢就會影響長者，長者經過便會認為那些人會容易撞到他們，便問他們為何不前往緩跑徑跑步，便會有這樣的問題。

問：反而你 observe 跑步的情況可能是公園範圍內發生，未必在緩跑徑？

答：兩者皆有。緩跑徑也會有這個情況，其實緩跑徑也會有人慢慢地步行。

問：其實這個公園的緩跑徑也算是通道的一部份？可能從這裏前往對面。

答：是的，正確。當然，正如我剛才所說：「公園可以自由活動」。但是，我是否一定要制定一些規例讓大家減少衝突？我認為來到公園便沒有意思。難道你與公園使用者說：「將就一下，大家互相尊重吧」，其實我們現在都是用這個 approach，但是我們會受氣。是啊，我們幫忙勸喻的同事是會受氣的，但都沒有辦法。

問：因為我想問，例如有時可能限制太多活動會令市民不開心。

答：是啊，因為現在你看報紙，很多皆說：「為何公園不能踏單車？我們是來休憩的！」，踏單車是不允許，但事實上是真的危險，很多人正在跑步，到底你踏多快或跑多慢才不會撞上其他人，其實我們永遠不知道的。如果那個人不尊重或不小心，無論如何也會有意外。

問：最好就是限制他們不能踏單車，如果不是便難以判斷快與慢。

答：所以這些對於我們部門來說是清晰的，我們是會執行，便命令他們不能踏單車，前往另一地方。

問：是的，我想問你有時跟使用者解釋，可能就是因為安全的 issues，便限制了某些活動，但又可能同一時間未必滿足他們對某些活動自由的渴望？你會否覺得解釋可能是渴止他，也會有困難？因為他們未必了解。

答：其實你就算命令他們，即是煙民不能吸煙，他們會覺得你「混帳」，他們認為自己一個在公園為何不能吸煙。但我們向他們解釋不能吸煙是因為空氣清新、成人小孩都在公園裏，令他們吸入二手煙便不理想，你向他們解釋，他們便認為大家都有自由的。是的，就是這樣。我們便想煙民不要前往公園，或者他們察覺其他人攜帶小孩，便前往公園的一角吸煙，但從我們的角度來看是不可以的。這個是從軟的手法，如果是硬的話便說吸煙是違例。他們可能會不開心。

## **Park manager M118**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：好，第一個 Point 便是 major and salient strength...

問：是的，意思是你覺得香港的公園或者這個公園，你覺得有沒有做得好的地方呢？或是這個公園之類。

答：其實我覺得 urban park 最...最好的是.. 在香港這麼細小的地方要找到一個夠...足夠的 Area 去做一個 park, 這麼大的 park...因為通常我們的 park 都有 7 hec 的, 即 7 公頃之類。在香港要找到(DAAT)這樣的地來興建, 首先已經是很困難的。通常要是要政府先做到的, 我覺得。若是我們青衣公園呢, 就會比較有特色的便是每年冬季的紅葉了, 加上青衣公園則是...比較多拍攝季候鳥人士的。加上因為公園入面有瀑布, 這樣便會有不同的季節, 便會吸引雀鳥過來, 攝影愛好者也會長駐在我們的公園不同的地方去影相。strength ...便是...park 內會有不同的設施吧, 即是不同 active 與'passive 的設施去讓市民使用。如網球場、足球場、籃球場、playground。passive 的則有如徐卵石徑呀、太極...則有地方要太極之類。基本上 strength 便是這些。

## 2. 香港的城市公園缺點是什麼？

答：我自己身為家長, 便覺得...香港的 playground 的 equipment 是非常...保守的。若是論公園其他的東西... active 的話, 如 tennis court、籃球場的基本上也...也算做得不錯...因為始終是...一來是免費的, 若是硬地球場便免費...tennis court 便是收費 但那裡也有一個 counter 的...還有的 weakness...weakness 便是...沒有轉變和沒有 highlight 的, 即是公園...公園長期雖然市民知道有這個公園存在, 但好像沒有留意吧, 或者是很吸引的活動會吸引到市民會嚷着說這些時份想去這個公園逛逛.....但其他區的話, 我覺得是會有的。除了是區份...district-wise 之外...即全港性的公園。我們的公園則沒有這些吸引之處了, 我覺得。

問：你覺得可能其中一個做得未夠好的地方是主題不夠突出, 成為可能是純粹一個區份的公園, 很難吸引到區外的人到來。另外, 你提及過 playground equipment 你覺得是比較保守, 你保守的意思是設施本身的設計, 還是在 safety 上, 還是你覺得哪方面保守呢？

答：其實在於家長的角度, 便是希望多元化的, 但是香港的 playground equipment 都是千篇一律的, 即可能爬幾級樓梯, 之後便是滑梯, 滑下來便是...基本上也是這些了。更多的可能會是有個架的設施來攀爬着, 但不會是很 adventure 比如繩網陣, 或者...即 adventure 的元素不足夠, 我覺得。其實我覺得則與部門的...負責 playground equipment 的 team 的有直接關係。

問：即這個 team 是統籌全香港所有 playground equipment 的設計...

答：是的！即他會 recommend：「我們會用這些 equipment 的, 即我會提供這些 equipment, 如果你不選擇 list 內的 equipemnt 的話, 我便不作保養, 又或者我不會負責的, 即我不會 certify 一件東的安全性, 要各自的區份承擔這個風險。」

問：除了你說的設施上, 即硬件上, 有沒有軟件上的都可再做得好一點呢？

答：軟件上的便是宣傳...拍攝出來的相片不夠吸引人的, 如通常人們尋找便是上網搜尋的 網頁內的相有時又不 update, 其實如果拍攝出來的相片可以吸引一點也會吸引到人們到來, 還有, 那些資料... 比較片面的, 又或是只有 factual 的東西, 即停車場的車位數目, 有廁所、有更衣室, 這都是很基本的東西, 如果要吸引市民到來公園, 我覺得會是 more than 這些資料吧。

問：你提及的都應該是 Official 的資料, 可能除了 official 之外, 可能比較 user generate 的 content 的資料都可能比較少提及公園, 相對上。

答：是的, 是的, 即如用社交媒體作宣傳, 我覺得我們是比較... 保守的, 在這方面。

問：除了宣傳這方面, 因為有些公園或會 recognize 到問題就是可能人手編制上覺得他們公園相對上人手比較缺乏, 或者在編制上未必經常 fulfill 到個 vacancy 之類...

答：因為這個也是長期問題來的。

問：這是這個公園或這區的公園都有長期是這樣的情況...

答：是的，是的...但因為這個不是 present 到 public 的資料...這些內部問題，所以沒有特別 highlight。但人手不足夠是一個非常長期的問題了，是我們這個部門。

問：因為有些公園則反映如果人手不足的，可能巡場或者處理一些情況的時候便會少些人手，跟着可能令到市民覺得：「嘩！你像是沒有人巡邏，沒有人管理。」投訴又可能會多起來。

答：也算是間接有的...因為我們其實人手不足的主要那些作園藝工作的，如果人手不足的情況我們也要其實找方法去處理，可能會再把一些服務外判，聘請外面的公司來幫我們修剪植物，即這個我們都會 overcome 得來，雖然是一個長期問題。

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？

問：你覺得這個公園或是這區的公園會否 foresee 到一些機遇或者挑戰...是有機會影響到之後公園的發展呢？可能機遇的話 可能多了人流到來，不知何解宣傳多了，或者加上了主題，多了人到來，但另一方面，這挑戰會是因為多了人到來的話 capacity 又會 entertain 不到這麼多人。你會否有預計到類似的機遇與挑戰？

答：這個公園快要 improve 桃花園的部份....其實以往一直桃花園已經存在在這個公園內 只不過是...未至於...宣傳得很多，好多人都知道這樣 不過附近的居民可能也知道...那時候 - 差不多農曆新年就會開花的，開花便會多了人到來欣賞，但我又....不覺得會是很...吸引到很多人，即忽然之間...會吸引到很多人來看花... 反而是曾經試過有媒體報道，宣傳這個公園的紅葉.....那個 Period 真是很多人到來。所以其實如果我們要做好個公園呢 我覺得是要與不同的媒體 即包括報紙 與及社交媒體 即要有些 interactive 的東西 才可以推介得到個公園。但如果 boost 得到個公園的人流，我們其實都如你所說會有配套上面有些覺得很難去配合到的。

問：你的意思是在硬件上未必 entertain 到某些需要，是不是？

答：是的，即我們的人手又要多點 monitor。清潔公園的範圍和廁所也要清潔得頻密一點。

問：但是可能 general 一點說，你也希望多點人到這個公園吧。

答：希望的。即建設設施也是希望讓市民去享用的。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：轉變...這個公園...硬件上則沒有，只是 playground 快要，算是有些比較大型的改動.....有筆錢用來作翻新工程的，這些錢其實是...民政署有個叫 signature project，即每區有個重點發展項目，好像在財政報告內也有一個 item 就每區有 1 億的撥款去做改善，這個公園的 playground 便是其中一個 under 這個 item 去做 improvement 的。但未展開的，即這個是錢已到，confirm 後便會展開，但實際則未施工的，亦未 propose 那些 equipment 是甚麼來的。如果軟件上，轉變...如果 park light 上面的 improvement 算是嗎？

問：都可以算的。即也是硬件上的。即燈光可能多了，還是換過？



答：燈光因為在約五年前曾經打算換作 LED 燈的，已經換了，但換了之後的光線很快便變差，所以我們再寫申請更換一遍，然後回覆是證明這個燈是不符合 standard 的，然後才把它換掉。其他則是...人手長期不足夠，但這個 establishment 也是沒變的...

問：是...即編制也沒有改過，便 keep 着這個編制人手也沒有 fill up 這個 position...

答：是的，是的，我們曾經要求過增加人手的，因為這個公園有兩個 filtration plant 是負責人工湖的，但是沒有一些是機房的技工，所以我們曾經寫過 paper，要求請一些機房的技工，但是就因為沒有錢，政府也說沒有錢，所以我想未來幾年也不會批到..... 開新的職位了。其他應該都...沒甚麼特別。

問：即可能也是編制上沒有變動過，即可能想增加機房技工也加不到的樣子...

答：是的，是的。

問：另外你剛才說硬件上的，你預計這個 playground 會有改動，即類似是大翻新的樣子，預計會在甚麼時候開始去翻新這東西呢？

答：17 年吧。應該會是年頭的。

## 6. 公園管理工作中，你認為最困難的部份是什麼？

答：最困難的地方會是同事既有觀念，因為我們其實每幾年也會有職位調動的，即包括我們這個 rank，或者我們下方的 AA 同事，叫作康樂助理員的。因為公園編制內有高級康樂助理員，這個 rank 便是一個 senior 的 rank，如果說 AA 的同事，其實很取決於這位同事做事的態度。雖然場地有場地經理的，但其實場地經理一般的資歷也是...不是很有資歷的。所以場地的 management 的主導通常會落入高級康樂助理員上，叫作 SAA 的身上。我曾與 SAA 合作，很積極、很主動，但有時會...「多一事不如少一事」，很難改變他們的觀念。又或者你雖然是比他高兩級，但如果你叫他做事，他又有自己的看法，這個需要時間去磨合。還有，如果他不肯做的話，你又怎樣去找其他同事去做呢？你不可以事事也自己處理。如果你越過他去與他下方的同事去下指令，又令你好像在落他的面。這是在架構上的...取決於某一個同事的態度。其他事則是，如果我有一些新的 idea，如好似別的大公園的長滑梯一樣。其實我覺得應該要有多點 adventure 的設施，但又礙於部門的政策和區管理...即區以外還有再高層的叫作 regional 的同事去管理幾個區份的。即重重障礙的，令我們就算有新穎的 idea 也不會推行得到。還有，好多 admin 工作，如 press 的 enquiry，也得在很短的時間去回答，也得 deal with public 的 enquiry 或者 complaint。即使他是無理的、即使你知道但明顯是不對的，你也得 entertain 他，花了時間在這些地方了。若我好想專注去做好公園某一些部份，因為各種的因素便分散了工作時間。還有...最前線的 gardener，我們叫作 workmen 的，負責園藝保養，他們的流動性比較高，加上也得管理他們的 discipline、conduct 和 staff relation...也是比較麻煩的事情。

問：你提及過曾有新的 idea，不過經過重重關卡也可能做不到，可否再追問一句，既然大型公園有的長滑梯，這也得過很多關卡才可以成功，如果安全系數比較低便很難過關的話，你覺得他們是怎樣做到的呢？

答：其實他們是本來便有長滑梯的，而那個公園是多人流的，若拆了它便會造成很多反響。我有聽聞這個公園原本也有長滑梯的，也是因為安全理由所以拆掉了，可能當是不是很多人流，又或是當時不熱衷於反映意見，應該那公園的是最後一條長滑梯了，若論我們部門的四米以上高的長滑梯的話。大家都着眼於那個公園的，卻沒有說別的公園以往也有長滑梯。

問：即一直有的便有，新建的便沒有了。會覺得沮喪嗎？有新想法也不說了。

答：是的，會覺得有新想法也沒用，反正辦不到。加上 **routine** 的工作已繁忙得不得了，沒時間辨別的事。

問：會是在剛入職時比較雄心壯志，後來工作過後便慢慢放棄了嗎？

答：會的。即使是舉辦新的活動，也不是容易的事。令自己沒那麼 **creative**，因為已經看到將會有的困難。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：是可以的。因為香港也不是很多地方可以用來建公園，所以即使是大公園，**usage** 也不會降低的。如網球場的需要是一直存在的，加上我們的設施是便宜的，所以我不擔心這事。管理上，其實只要編制不變，是不會有影響的。

問：是指人手上嗎？

答：是的，是的。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？

9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：若是指部門的指標，一般來說只是關於 **usage** 的，但 **usage** 的話，只是包括收費設施，希望達到某一水平之類。若是 **general** 以 **park** 來算的，是沒有的，沒有算人流，沒有甚麼客觀因素去評估我們的工作，主要是靠前線同事與客人傾談，又或是投訴，看看市民反映的意見。我則會靠平日自己走過公園的 **visit**，即親自到公園走走，看看有沒有甚麼問題，再去看看甚麼地方可以做好一點。沒有時間想用甚麼指標去管理公園。

問：你會怎麼看指標的事呢？

答：其實我們部門是無數的 **guideline**，每每也是要待某問題出現了，才看看部門曾否為類似問題發出某些 **guideline**。若說為公園管理而再出一份 **guideline**，我會覺得沒有甚麼意思。其實公園管理得好不好，以我們的立場而言是很容易看得出來的，便是看同事有沒有心去工作。公園這麼多，其實總有人說做得不好的，這是沒辦法管理的，所以透過管理人員與同事的合作，便會了解同事放多少心機到公園上，是否有盡力。有甚麼是實質看得到，市民也讚許的，我們便看這些因素了。因為同事實際工作如何，我們也得反映在他的 **appraisal** 內，這是每年也要做的。再套上甚麼 **indicator** 也可以用作參考，但在政府的架構上便有限制了。

問：參考來說，指引可以對 **appraisal** 有幫助嗎？

答：或有些資料會到達高層的，高層或會同意，然後便建立很多程序，這會成為壓力。這會與不同人士的理解和演繹有關，間接令我們多了很多工作，用意會是好的，或可刺激 **brainstorm**，又如收集了一些意見，我們可以想想發展方向。場地也各有特性，指引也不能設定得太僵化。

10. (附加)遊人會否爭用設施？

答：是有噪音的問題。這公園是有山頭的地方，市民喜歡耍太極或是播歌跳舞之類，附近是有很多屋苑包圍着公園的，所以我們會有很多噪音的投訴。若有市民在清晨五點多開始做運動，只是拍手的聲音，也會有人覺得很吵耳，因為可能是住在低層，也可能是村屋來的。這裡也會時有非指定用途的活動，如中秋花燈會，但投訴的主要問題也是噪音。其他的，曾有人試過在拍攝雀鳥時，把蟲子插在葉上，用來引誘雀鳥的，方便拍攝。拍攝雀鳥人士也會爬到一些危險的地方，我們也得勸喻。這區內的另一公園也有噪音問題，那邊有單車徑，我的規例是只有在單車徑上才可以踏單車的，但公園是大的，所以有些市民會踏到公園內來到達單車徑，這些我們也得勸喻。還有的，我們的太極班，在硬地球場上舉行的，有些是慣常使用這設施的人士，便會不肯讓出場地。他們也是早上耍太極的人士。

## **Park manager M119**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：第一是資源有優勢，因為始終是康文署管理的。第二是我們的人手是具經驗的，因為我的場地較多，遇上不同的突發情況，或者是管理上的情況，我們十八區的同事都可以交換訊息、參考，即無論是投訴或樹木管理，甚至乎是場地管理，這都是優勢，因為管理上大家遇的個案不一樣，大家 share 過後，日後處理特別的個案都會有幫助。另外，財政的資源上是充足的，雖則政府近來有緊縮政策，但比較起私人管理的地方，政府給予康文署的在財政上的資源仍然是足夠的。

問：總結來說是在硬件上、人手上的資訊交流和財政上的支持都是充足的。跟進一點，我曾聽聞某些公園說他們的人手是短缺的，這個公園會否也有同樣問題？因為剛才你說的是大家不同區份的有交流，但就在當區之內會否有這樣的問題呢？

答：人手上呢，其實我會覺得短缺問題不是編制上，而是因為退休潮，因為很多員工已經到了退休年齡，或者已經退了休，我們便很難馬上找人填補空缺，則要向總部報告，可能要做一個再 recruitment 的工作才可以補充人手，反而這是一個問題。

問：我亦聽聞，外面入職會比起內部轉職困難，因為他們可能反映內部的空缺 position 也是很多的，你會覺得這否普遍的情況？如本是做公園的，若要轉一個游泳池的職位...

答：我明白了。老實說，其實政府這些職位每三四年也會轉一次，所以不存在很難轉職位。以我的工作經驗來說，部門是會按員工之前的工作崗位，則看看 planning...若現在是做公園的，未當過泳池的工作或是水上活動的工作，都會因而安排員工到那方工作來吸取不同的經驗。

問：即一經理當過公園後，之後當游池，這會出現斷層嗎？即該經理已當了三年經理，本已很熟悉公園管理，若接着是在另一公園工作是不錯的，但若安排到游池工作，這樣的話，那些 knowledge 或是 skill 會否失去呢？還是只不相干的，只是常規？

答：不相干的。因為我們康文署不只是管理公園或大公園，甚至那些我們稱作「散場」之類，sitting-out area 之類，parks and playground 是其中一部份，還有體育館、球場，即草場足球場、大球場之類，甚至剛才說到，泳池和水上活動中心，甚至營社，即宿營的地方，如曹公潭戶外康樂中心。因為我們涉及幾個範疇的工作，所以我不認為是斷層。當然，習慣了公園工作的轉到游泳工作可能需要一段陣痛期，即在那方經驗不足，或需要上一些 training course 來補足一下，即或會辛苦一點。

問：即可能對同事的要求不同了，但對公園本身的工作或是沒大分別的？

答：沒大分別的。古語有云：「鐵打的衙門，流水的官」，即場地是在的，我們也是按 **guideline**、指引來管理公園的。其實問題不大，只是需要時間來適應或吸取一些經驗。

## 2. 香港的城市公園缺點是什麼？

答：若說是不夠好的地方，這可能是死症，那些維修工作需要涉及其他部門，則不是很快捷地完成。因為康文署若要進行維修工作，則會涉及建築署和機電工程署，部門之間未必可以即時配合到的。這或是可以改善的地方，我也理解其他部門也有很多工作，不是只看管我們的場地，街市那些也需要管理，若可以的話，這點希望可以快捷一點。另外，我想說的是我們的《公園及遊樂場條例》其實是需要審視一下，**update** 一下，因為我會覺得有些條例寫得較模糊，即令我們在執法時出現困難。我想你在訪問其他經理或已聽過唱歌的滋擾，其實那條例，《第二十五條》，很老實，我們要那人即場指證他也是很困難的。這已是第一個 **step**，第二個 **step** 是要與他落口供，很多時已令他卻步。他投訴了，但聽到要落口供便掛電話，這便有困難了。我想部門真的要想想《公園及遊樂場條例》是否要 **update** 一下？與律政署那方討論一下。

問：聽你這麼說，這也會加添了你們的工作量，你們都要處理，只是法律的模稜兩可，則會令你們難以執法。

答：是的。根本執法不到，因為假設有人投訴唱歌，他會詢問我們的行動，我第一是會作出勸喻，他會問「你不告他？」，我們便會解釋我們需要即場起訴他，而他也得即場指控他受到滋擾，是很困難的，我也會邀請他來落口供，因為執法上也得落口供，一聽到「要落口供」，百份之九十的人也卻步。即使有一個願意，最後也是影也看不到。即使是需要再找一天落口供，也不願意的。這便會造成困難，因為那條例寫得較模糊，難以執法。

問：都是兩個層次的問題吧，第一是條文本身比較模糊外，但即使寫得清楚，其實執法上也會有困難也不意外？

答：是的。因為執法上不容許我們單獨執法，即我們需要有證人或影相作證，也涉及一個團隊，不是容易組織得到的。我們公園是 **on shift basis** 的，即不易 **organize** 得到，需要時間和資源的。

問：剛才談到進行工程的事宜，本身在與不同部門商討工程時間已時一困難，此外，在進行工程的財政上有沒有遇上困難呢？假設一項小型工程，或需要經區議會討論撥款之類的，這會在時間上出現困難嗎？

答：因為我們有不同渠道申請撥款的，如建築署有預留 **budget** 給我們，我們自己也有的，還有就是 **DMW**，即區議會的地區小型工程也有的，所以我不認為會延誤時間，但就提供了一個方便的渠道，我們可以從多角度看如何 **funding** 那項工程。當然，是需要時間預備 **paperwork**、與老闆討論、或是與 **ASD**、**EMSD** 討論，但不是很花時間的。以我的工作經驗，則不認為是一個 **hurdle**，反而是一個 **advantage**。

問：這麼一來，真正的問題只在於商討工程的日期和時間了？

答：這則需要商討一下，因為我們的場地不可以即時封閉來進行工程的，可能是 **partly**, **partial closure** 來做的，反而這是比較困難的，與及他們有工作時期...

問：人手上會否只是一個團隊，所以工程也得一個一個進行？

答：是的，是的，因為他們也有他們的 **schedule** 和 **planning**。我當然想每個場地都做得好，但其他部門未必可以配合。

問：會否曾 **apply** 了 **funding** 希望進行某維修工程，如今年年初批准了，卻要幾個月，甚至半年以後，才可以展開工程呢？

答：有，有些場地本已答應要進行的，也會突然說 **budget** 不行，是會有這樣的事情。不是很方便透露細節了。是會有這樣的。

問：我稱之為「爛尾」，也試過吧？

答：「爛尾」即是展開了工程，卻沒有完成，這即未試過。展開了則一定可以完成，但若是答應了會展開，卻最終說受其他因素影響，則沒有展開，甚至再排一年財政年才展開則是有的。「爛尾」是沒有的。因為這是很嚴重的。

3. 是否有機會改善香港的城市公園？

答：機遇的話，我則會宏觀點看，我們很多時有大型活動的，即如 09 年東亞、08 奧運，雖不是直接使用我們的場地，單車公園也不會用作奧運，但透過這些大活動，公園也進行一些特別的活動，如 **live site**，即在公園進行直播。機遇就是透過這些公園活動可以 **upgrade** 公園的設施。另外，也可以 **training up** 同事，如果要舉行大型活動的經驗。始終香港是國際城市，資訊相對開放，對於公園管理的資訊是有幫助的。我們也會不時收到其他公園在管理上有甚麼 **tactics** 或 **information**，我們也得知道。

4. 香港的城市公園是否面對著任何威脅？

答：先說挑戰吧，因為會印象深刻一點，直接一點說，市民希望知道的事情是多了的，與及市民的需求是不同了。即十多二十多年前，養狗的人士不多，但公園是不准攜帶狗隻的，但若養狗的人多了，希望帶着小狗進入公園的話，我們便會受到挑戰。即為何不准帶狗隻，市民很 **proper** 的帶着，不會亂放的，是否都不准呢？另外，如剛才所說，市民使用公園是不同了。以往可能是來看看報紙、帶着小孩玩樂一下，現在則...始終回歸了廿年，「大媽」會來唱歌，這則與公園使用人士本來是希望寧靜的便會出現衝突。這是挑戰來的，即要如何平衡他們。別說唱歌，即如晨操，也會有音樂的，也會影響到的。我相信十多年前是很少這些的，太極則太極，不會有聲音，近十年左右則在播國語歌、音樂之類，她們不是謀利，就是做早操，但也影響附近的居民，這便成為一個挑戰。

問：跟進一下，除了唱歌之外，若多了一些跑步人士，但又因為公園是設計給寧靜活動，這會否也成為滋擾呢？

答：跑步則不會，反而跑步活動的挑戰是希望借用 **locker**，所以 **locker** 的需求會增加，我相信十多年前沒有這麼多人來到公園。因為我們公園有更衣室之類的設施，跑步人士希望借用 **locker** 擺放物品或洗澡之類。因為我們其實主要是服務網球場的，**demand** 便增加了，我反而覺得跑步人士會帶來設施上的挑戰。跑步的人則對別人沒有帶來影響，因為跑步人士沒有阻礙別人，也沒有噪音。

5. 在過去十年（或你的服務期間內），在城市公園或你所管理的公園，你是否經歷過任何變化？

答：大的轉變是沒有的。若是小型的，如 **upgrade** 兒童遊樂或老人家的健體設施之類則有，大轉變則暫時沒有了。因為我們的場地 **arrangement** 都是這樣的，不會突然出現新的東西，這裡沒有了。公園也不是服務了很久，第一期是 98 年，第二期是 08 年，始終是十多年的時間，也算是一個新的公園。小型的改動較多，如我們在橋底剛剛造了新的行人路

之類。整個公園的大型維修是不會的，若是翻新一些設施或行人路則會視為是小型工程，這則有的，經常也有的。

問：會不會有軟件上，如編排上的轉變，如某些公園表示這些年間多舉辦了某主題的活動，又或是編制上的轉動，在這公園會有類似情況嗎？

答：只有一點點，如有些班的安排，我們一年都會審視一次，因為公園除了設施之外，我們也有些康樂活動進行，我會看情況，老實說，是大同小異的，因為市民是習慣了這個模式。當然，曾有些班的需求較多，如太極班，始終人口老化，有機會需求會多了，曾有議員對我們反映有些班希望增加 quota。若我們的資源上可行的話便會增加 quota。都是大同小異的，大活動，大轉變則沒有了。

6. 公園管理工作中，你認為最困難的部份是什麼？

答：若論最困難的，我會認為因為這畢竟是政府的地方，有很多事需要跟從 guideline 或指引或例，不可以超越的，而完全跟從是很花時間的。有些部門不是你所想的敏捷，或需要準備較長的時間，因為 procedure 的事，例如涉及一些購買器材的標書之類，需要 prepare 的時間是很長的。這個沒有辦法，因為政府的規例是這樣的。我會認為最困難的地方是很 time consuming，若要 follow procedure。有時會有些較複雜的，基本的是 ok 的。另外，市民的挑戰，粗俗的說，是越來越多無理取鬧。好聲好氣地解釋也會被罵。又如踏單車之類，我們都會先勸喻，然後檢控。我們說這裡不能踏單車，他們會罵我們，甚麼說粗言或罵你「痴線佬」之類。我們也是耐心解釋的，因為我們掛起了牌便不能與人吵架。但最大的挑戰便是市民越來越無理取鬧。這是的，不太說道理，自己不對還罵別人。

問：其中一個大困難是過 tight 的 regulation，引申的是市民也會 challenge regulation。

答：如退款，若某班取消了，則要退回報名費。市民會說直接現金退款便可，即如商店一般退款。我們會解釋要報告總部的會計部，才可以開支票。市民便會覺得很費時間，寄支票也費時間。需時也是十四個工作天，若我沒有記錯。問題是市民的退款也不過三十到四十元的報名費，卻要花上兩星期。他們會覺得我們不工作，我們則知道每一個程序也有步驟，則不是我們不想工作。即使我即日收到表格，我即日簽妥去會計部，最快也得七個工作天。他們也得核對資料。因為是公帑來的，出錯了會很麻煩的，一元也是公帑。這便是最大的挑戰。市民不諳解程序，因為根深蒂固地，市民會覺得公務員是不工作的與及推搪，要解釋很久才會明白。因為第一句便是我納稅的，我覺得你們不工作。有時我們也會幽默點回應：「市民的稅務狀況與我們跟進事情是無關係的。」但總是第一句是我們不工作。沒辦法，市民的態度有時是很差的，不是我們不回覆他們，只是他們不理解。

問：在 regulation 上，當然是困難的，但另一方面，其實若沒有 regulation 的話則會更難做，因為變得無所適從？

答：有，但很少。通話說得出的都有...有沒有特別的，因為我們的內聯網有資訊提供得到。即使是特別的個案，我們總部都能夠回答的。我覺得這不會缺乏。

問：我的意思是有 regulation 最少有例可跟從，若沒有了則會過份 flexible。

答：我想百份之九十九的事務都可有指引可跟。急救室器材、checklist，如何舉辦活動等等也有。應答問題也有的，所以我不覺得有困難。只是同事未必有經驗負責某工作，則要到內聯網看一遍相關資料，或要與老闆和有經驗的同事討論，如如何處理標書等，則真是需要關心的，多於 regulation 或 guideline 不足。

7. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：可以，因為第一是公園擁有土地，即公園不會突然消失，或是被收購，是政府土地。第二是財政上可以持續，我認為 **budget** 是 **ok** 的，即未至於沒人工作，兩時到四時則關燈等。持續方面，如環保的，我們也有做的，如分類、少用膠袋也有的。設施上也可以的，因為我也會不時更新設施。剛才所說，如建築署也會知道有些設施很久沒有維修或陳舊了，便會建議我們更新。因此，我認為是相當 **sustainable** 的。

8. 你認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果不能，原因是什麼？你會提出什麼方法？
9. 你曾經使用過任何形式的指標或標尺來管理或監察公園的狀況嗎？

答：以我看，你們這些與我們關心的是大同小異，即我們也關心同樣的。遊人對環境狀況上，寫着「感到舒適」，我們是很關心這樣的，因為以大公園而言，是區內的 **iconic venue**，很多人類來的。我們種植花草草也視乎他有沒有「行氣」，即種起來美不美？小橋流水，與及舒適與否，即會否進來便覺得烏煙瘴氣。我們便會關心這點。反而，空曠地方上，因為某些場地真的很少，即不會太關心，因為有空曠地方的話，都會借給慈善團體舉行活動，這是一限制，未必是我們關心的事，因為場地是不變的。若論蚊的，食環署會比我們關心，他們有蚊患指數，若某區多起來，他們便會開會商討。

問：即若與蚊有關的，食環署便會來...

答：他會給予我們意見，但工作還是我們負責。反而，公園和城市規劃的融合上，我則覺得像是沒那麼關心，我又不覺得很融合。或是因為香港太多大廈了...

問：有些區的差異會顯注一點。

答：綠色的是，綠色比例之類，我們也有一定的，因為我們公園始終甚麼的。但公園種類設施，我們有時也會想一想，有時太久了，大的 **renovation** 則不會，但若公園設施種類，可能多加幾件 **children play** 或者 **elderly fitness** 之類，我們也會做的。所以我覺得你們這十七項目，大至和我們平時在管理上的考慮也大同小異。

問：首十七項或會較接近...

答：後面還有。是的，我看這些都是我們關心的。是的。但創新科技則有時不到我們控制了。如太陽能之類，要 **EMSD** 那方，之前他們也有進行相關工作的，如設那些自動日照燈，即天陰便會自動開動，可以省電，也是環保的，政府是有做這些的。當然，私人公司或會在這方面資源會比較充足，因為是可節省開支的，但這裡則有很多程序，是否合付法例等，會延誤一點的。我覺得在创新的事宜上是會的。則差不多了。

問：因為我們也希望可以 **identify** 到某些指標，也因為我們本身對康文署的內部指引不熟悉，我們從學術的角度嘗試作出一些分類，若看到你們也同意這些都是相關的、可被應用的...

答：應用得到，而且很有用的。

問：至於如何量化、如何操作，若成功話，則要交託給你們去選擇、可量度，我們不會僵化地如何必需達到某數字。如保安員人數，這要視乎公園，不會僵化地指定每公園要十個保安員，這則不會的。

答：我們也是視乎公園的情況，所以是大同小異的，我們也是看着這些來工作。當然不是表格形式。如罪案的，這公園也曾有女孩被拐去，我們也關心，馬上報警，是在去年的吧，只是後來說是虛驚一場，但也會與警方商討。所以我覺得這份 **list** 是很有用的。

問：某公園曾反映指標是好的，卻不可 **universal** 地使用。即不能每個公園也套用，某公園只適合使用某類型的，某十個或廿個。如有些小型公園，根本算不到空曠地方。你會認為指引需要配合區份，還是 **generally** 定了 **regulation**，讓公園自行選擇？

答：我會選擇後者，這文件雖則不能應用在所有公園，那些部份 **na** 便可以。這比每個公園不一樣好，一份 **general list**，包括所有的。如看有沒有動物的，這裡若沒有便 **na**。動植物公園有動物的，難道他不寫嗎？我則建議如此。我則建議再分開幾項，即設施的、創新的或投訴處理、動植物的種類，即分開幾個類別會容易看一點。

問：我們會再細分，因為我們大約會分三大類的，這是純粹學術角度，可能實際角度則需要再細分。

#### 10. (附加)遊人會否爭用設施？

答：一定是唱歌的，以往在別的公園到現在這裡來，也是唱歌。早上有晨運播聲音，因為鄰近有住宅，入伙了，有來投訴。早上晨運播機，晚上是「大媽」跳「大媽舞」。這裡好一點，因為真是跳「大媽舞」，有些公園，你或已聽聞，有交易的。是聽歌和唱歌之間的交貿，我想報章上也有報道，不用隱瞞。警察也會處理這些事情，因為可能涉及不法的交易。最大衝突就是這個，因為她們實在太吵耳了。這兒好一點，她們走到橋底播機，她們的聲音會少一點。二來上面行車的，也 **cover** 了一些聲音，是好一點的。最大衝突就是這個，因為好老實，若 **politics** 點來說，有部份 **user** 不喜歡「大媽」跳舞是因為是政治原因，或者文化原因，這是真的。因為覺得她們是新移民，在唱國語歌，很多時聽到電話說：「她們在播大陸歌，在吵着... 那班新移民。」這樣說。這電話內一開始便說這些，所以我會覺得這是最常見的衝突。其他的，我則不覺得是很大的衝突，可能是小孩子在玩，爭遊樂設施如鞦韆之類，則很小事。真正衝突便是這個。或有家長互相爭吵一下，是有的，但都是小事。但真正的衝突就是這個，我相信將來十年也會是這個。基本上，我想每個區都有，只是解不解決得到，能否得到平衡。

### **Manager M20**

#### 1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: 1. High accessibility supported by efficient public transport system. 2. Large in number (including major parks, sitting-out area, small gardens etc...).

#### 2. What are the disadvantages of urban parks in Hong Kong?

Answer: 1. Most of the parks' locations are too near to local residential areas. 2. Frequent conflicts between park users and local residents over issues of noise nuisance caused by park users' activities (e.g. singing, dancing, talking etc...)

#### 3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: Yes.

#### 4. Is there any threat in urban parks in Hong Kong?

Answer: 1. High cost of operation. 2. Deterioration of large amount of facilities which were built at around the same time in late 80s and early 90s that cannot be matched by existing maintenance service provided by maintenance departments under their tight resources and manpower.



5. Have you experienced any change in urban parks in general, or the park(s) you have managed over the past decade (or the period of your service)?

Answer: N.A.

6. What has been the most difficult part of your park management work?

Answer: To balance the need of park users for conducting activities in our parks and the demand of residents living nearby for a banning activities in parks, which may generate noise nuisance.

7. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: 1. No in terms of land area and usage due to limited open space and high cost of land, as well as the vicinity of residential areas. 2. Yes in terms of management to improve quality of service under the available resources.

8. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: Yes.

9. Have you ever used any form of indicators or yardsticks in managing or monitor the condition of a park?

Answer: Yes.

## Appendix 2c: Interview scripts of academics

### Academic S01

1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: Well... the main advantage of them is that they give you space to, you know, escape from your usual daily routine. So they're very important. I mean not only from a health point of view; I mean, health is one thing. And, you know, relaxation, you know, all of this. But I think they're also very important from a relationship point of view, because they... these are often the places where the parents go with their children at the weekend. You know, they may not see much of their children during the week; they're working hard. And so it's where families are gonna join themselves together physically and in terms of the family relationship. So... and the other thing is that they're accessible to everybody. This is the key thing to me.

(Interviewer) Not exclusive?

Answer: Exactly, not exclusive at all. I mean they're public parks. They're for families with very small children, for elderly people, you know, for people disadvantaged. You don't have to pay any money to go there, right? You can just... anybody can just go to the park and just relax and enjoy themselves and have a bit of space. And also for, you know, for young people, I mean, for romantic couples, you know, I mean where do you go in Hong Kong to be romantic, for god sake, you know? So when I first came to Hong Kong, I spoke to another colleague of mine, Henry, Henry Steve. He worked on Shatin Town Park, the design of Shatin Town Park in the late 70s/early 80s. And he said that when he first came to Hong Kong, he went to Victoria Park. It was one of the few parks of that time. And in the evening full of young lovers, you know, I mean, having romantic moments, you know. And so he came up with a theory which I still think it's correct, you know, that is a public park should be somewhere where you could kiss, right? Kissing is the key thing...

(Interviewer) I think that's the main point... hahaha

Answer: You see, design a park, right, and you have a park where you can go with your boyfriend or your girlfriend or whatever and kiss, right? Then that's a successful park because if that's the case, it would also work for small children. It's not you finish kissing and you get married, right? And then you have kids, right? You go to the same place, right? You go to the same place where you met, you know, take your little kids, right? And then you, you know... So all the way through your whole life, right, to the end of your life, you know, park is something that is a critical place to you. And, you know, when I worked on Yuen Long Town Park, I mean this is not... Of course we couldn't say this was the design, you know, the theme or something like that, you couldn't say... In those days you don't need a theme, I mean now everything has to have a stupid theme, you know. In those days you just design a park as best you could serve...

(Interviewer) So from your experience, when you design, when you and your team design the Yuen Long Town Park, do you have any themes inside or you just...

Answer: No, not really. I mean Yuen Long Town Park. It was constructed on a natural hill. It had quite a few beautiful existing trees. They're still there. And it was a site of a temporary housing – there was a little housing estate. So that was torn down. And because we had a hill, we designed it with a... we decided to emphasise that aspect of the natural topography. And so we built this plaza on top of the hill with this sort of funny pagoda, right, and you can walk up inside this pagoda to the top. And then we also dug away into the hill side to create a valley with a little waterfall and a stream and blah blah blah. And so it was a bit of a type of thing, if you like. So if you've got the... sort of... go to the top of the hill, you know, sort of this masculine statement, you know, I think. And then this lovely cozy pool, wooded waterfall area – this is the feminine

aspect. I mean I don't know what I'm talking about... I don't know anything about Feng Shui really, you know, but I think it worked very well. The other thing about it was that we spent all the money on the pagoda and on the waterfall, so there was not much money left. There wasn't much money left for the rest of the landscape. But this was a good thing, because we didn't overdesign it. It was a very very simple parks and grassy slopes with the existing trees and a few added trees, and very few little pavilions here and there. So very very simple, but I think it turned out to be... I mean not many people know about it at that time. Of course it's...

Answer: Hang on. So you've got these grassy slopes, and so the park is very informal. And so people go there and they sit on the grass and they picnic and play frisbee and lie on the grass, you know... all of the things that is considered to be normal everywhere else in the world except Hong Kong. And... so when we went there one time, we went with some students there one time, when we went up to the top of the pagoda and looked down onto the park, and when we got to the top of the pagoda, there was this couple kissing at the top of the pagoda, you know – so pleased, right? Because to me that confirms the whole theory behind the park. Of course it's totally unofficial; I didn't... I can't say this but it's lovely. And you go around and there're people playing musical instruments, you know, singing, and you know, all sorts of activities. So there's a romance there. To me, this is very difficult to quantify – romance. I mean, there's no... thank god, you know, there's no stretchy that can tell you what romance is, you know. But there are indicators, alright – we all know what they are. And... but that's what... you can... of course all of this is attached by health and space and activities and blah blah blah. All of this is easy to quantify, or relatively easy to quantify. But what the parks give to the city in terms of the perception of things, like, you know, whether the place is attractive to live in, or you know, whether it's romantic or whether it's somewhere you want to go back to, is very difficult to quantify. But those are some of the important... I mean those are all the advantages, you know. Those are the... maybe not all of them, but those of the advantages of parks. And you know, in addition New York things like, you know, ecological aspects... of course the parks, you know, the birds, and butterflies. But these are really... The urban parks frankly don't have a huge ecological importance. I mean, yes, to a certain extent, but the urban areas are so artificial that to talk about ecology in terms of the urban areas is questionable.

(Interviewer) Yea, because usually when people talk about urban ecology, they'll just mention, 'Oh, if we have more parks, maybe the urban ecology can be improved', something like this. So I'm not very sure whether you'll regard this as one of the advantages of the urban park.

Answer: Of course it's an advantage, because who doesn't want any bird singing, you know, and look at the flowers and all the rest of it. Of course it is important. But it's not most people, the majority of the people, not really care about the trees native or not native, right? What's more important is: does the tree do the job? Is it beautiful? Does it give shade? And is it healthy? Ecology is become blown up a little bit, I think, more than the main aspect, which to me is the romance. Because we want nature in the city, but only on our terms. We want nice flowers and pretty birds and bird song, but we don't want bird shit. Well, you can't have bird without bird shit. And if you, you know, and then suddenly felt bird flu, you know, something kind of health scare?, you know. Suddenly everybody changes their mind about ecology, you know, in the city.

(Interviewer) Yea, the ecology is...

Answer: So it's a double-sided sword, you know. I mean there's a good side and there's also a less attractive side. But that's okay – I mean, that's fair enough. You know, then as long as the park is serving what the people's aspirations are, you know, then that's... then if the ecology is serving, then that's great.

(Interviewer) I think you've also mentioned about the topography or the relief or the landscape of the parks. So you take example from the Yuen Long Town Park. So if the park design is matching with the relief, and then it will be much better?

Answer: Yes. I mean, of course topography is part of the... it's one of the tools of the design of parks, you know, so for example Shatin Town Park, Tai Po Waterfront Park – these are all built on reclamation; Tuen Mun Park – all built on reclamation, so they're flat sites in the first place. So the... you know, but the designers built in slopes and mountains and valleys and, you know – changing its topography is part of the design, which is very important.

(Interviewer) Yea, I think the relief or the design of the landscape is attracting those people to urban parks. It's also one of the evidence?

Answer: Yes, very much so, yea.

## 2. What are the disadvantages of urban parks in Hong Kong?

Answer: Well, the disadvantage of the urban parks are related to the, in my opinion, to the... kind of a controlling mentality that the authorities have. They have a preconception of how you should go to the park, and how you should enjoy the park, and if you don't obey those preconceptions then it's not good. And in my opinion, those of the preconceptions are rubbish. Of course I don't want... of course people shouldn't be free to do anything in the park, alright, I mean otherwise you end up with parks full of drug-pushers, alright, and sexual perverts. I mean you can't even go to the park. It's too dangerous.

(Interviewer) Some parks even limit your access to the grassland and just say the grass...

Answer: No, no, no, I'm not talking about that. I'm talking about... if there's no control at all, then the park becomes somewhere where criminals can hang out.

(Interviewer) Yes.

Answer: This is obviously not good. So you need some management, some control. But the control is too much for the moment. Yea exactly, you can't walk on the grass, you can't do this, you can't do that, you can't do the other, you know. This is why Yuen Long Town Park is successful because in most cases you can go on the grass, you can play musical instruments, you can relax, you know. The management there seems to match the design somehow to an extent, you know. It seems to be a little bit less obsessive than some places. But... (gonna keep an eye on time, 'cause I've to be back at the office at two.) So yea... of course there's too many rules and regulations, right? But again I'm not... There have to be some rules and regulations, you know, and for example, dogs. Dogs are a hot topic. People say, 'Why can't I take my dog to the park?' Well, I'm not a dog owner. I don't want their dog in my park. I don't want their dog shit in my park. I don't want the risk of a dog attacking children in the park, right? Because its own people don't understand how to manage a dog. So when the LCSD get criticised for saying, 'Oh no dogs, no this, no that', but you have to understand that the publicum not always, or some members of the publicum not reasonable, and they're not considerate. And you have to have some kind of control. So yea, those are the disadvantages of a park and kind of a controlling mentality. But to be honest, it's not... you can't just spell it all out, you know. You can't just do the banding or control. Mind you, having said that, when you talk to Designing Hong Kong, when you speak to them, ask them about this. They had a public opinion survey on which is the most... the best public urban space in Hong Kong. And the one of one? was the cargo ferry pier in Sai Ying Pun.

(Interviewer) Yea I know. I know that one.

Answer: I mean, there's nothing else at all! Nothing! It's just a big concrete pier, and it's actually illegal to go there at all! There's no railing, there's no nothing. But people love it! People love to go there. So that's very important to take that into account how, you know, there is a space that is

not designed at all, and not managed at all. And yet it's regarded by people as the most successful open space. So that's very interesting to try to understand why that's the case.

(Interviewer) So other than the extent of control that you've mentioned, I remember that you have also mentioned about the communication between the park designers or the maintenance people. So do you think that there would be some gaps between their understanding towards the parks, or do they have any... I mean, do they have any complication between them to see whether, when you maintain the park, whether you would merge with the design, or the design and the maintenance is split into two items?

Answer: It's difficult. There's a constant... I mean, for example, you know, walking on the grass – everybody says, 'Oh, why can't we have parks like in London, you know, and Paris, or whatever? We go on the grass, lie on the grass, you know, sit in the shade underneath the tree on the grass.' But it's... The best way to maintain grass in Hong Kong is to keep people off it, alright, because the grass... you know, grass is not a natural vegetation type in Hong Kong. I mean not lawns anyway. And then... So it's actually difficult to maintain in this climate. And when you have people walking all over it, it's even more difficult to maintain. So there is some... you know, it's not easy. So it's very easy – it's easy to ask for, it's easy to demand it, but not easy to provide it actually. And you know, if you go to Victoria Park on a Sunday, you'll see hundreds of hundreds of hundreds of people sitting in the shade of the trees. And you would like to be sitting on the grass so they would sit nicely? on the grass. But there is no grass. You can't grow grass under the trees. Under the heavy tree canopies, it just will not grow. I mean you can... unless you're constantly replacing it, you know, and also replace it you have to restrict access?. So there's a kind of ideal that we have in our minds. It's not always achievable. But if, of course, if we got more space, then we can... Then the pressure of use will be less per unit area – I mean in theory it should be. So Yuen Long Town Park seems to work – enough of space. And also the new lawn by the Central Government Offices in Tamar is also quite nice. But it's a lot of maintenance. I mean, it's a lot of maintenance on that grass. I mean, I hate... I bet LCSD maintenance people hate it. I mean... well, I don't know, I'm sure many of them don't hate it, but I'm sure it's a lot of trouble for them, it's a lot of hard work for them.

(Interviewer) I also visited there. I do not feel relaxed... it's not very good design in my opinion.

Answer: Well, then try Yuen Long Town Park... haha.

3. Is there any opportunity for urban parks in Hong Kong to be improved?
4. Is there any threat in urban parks in Hong Kong?

Answer: Threats are easy, because the parks are the only places that are open, so they get built on. I mean this MTR has just come out of this Kennedy Town. There's, you know, systematically destroyed practically every single urban space, for more than a five-year period. Now, in most cases they're reinstating the parks, right, which is good. And in some cases, they're reinstating them better than they were in the first place, which is also good. But there are two, I think, two threats that kind of pop into my head. One is just development pressure – you know, road-widening...

(Interviewer) Development pressure...

Answer: Road-widening, or you know, MTR entrances and exits, or whatever, you know. I mean, the Shatin central MTR line has wiped out the entire areas. Not just formal open space, but areas that have the potentials to be open spaces have been just, you know...

(Interviewer) Destroyed...

Answer: Destroyed. That's one thing. And the other thing is the privatisation of public space.

(Interviewer) Privatisation of public space...

Answer: Yea. For example, the government seems to be keen to offload the responsibility for public space onto private sector. So that is why you have these areas like Time Square, you know... I know it's not really a park as such, but it's an open space. Officially it's a public open space provided by Time Square. But you wouldn't know it. I mean Time Square use it as their own private property, right? And they're very keen that the public don't realise that is public, you know. They want everybody to understand it's private, it belongs to them. No, it doesn't. I mean, it's the same for the rooftop of the IFC. It's supposed to be public. Yes you can go there, but you can't do anything there. So it's useless. It's just the IFC don't want you there, unless you're going to one of their restaurants and spending money, right? And so... this is, I think, is a very big danger for public open space. It's the threat of being privatised and put under private management, because then it just becomes another advertising opportunity.

(Interviewer) So do you think the privatisation will also exist in urban parks in Hong Kong other than the public space, also some urban parks? They're managed by the LCSD.

Answer: Yes, we're sustained manage by LCSD. They should...

(Interviewer) So do you think...

Answer: Well, I think you just need to guard against it. That's all. Just need to be careful.

(Interviewer) Okay. So maybe occupied by the criminals or against this, it will be one of the issues that need to be tackled.

Answer: Well, I'm not talking about... When I say privatisation, I'm not talking about criminal. Well, I mean, not officially criminals anyway. You need to have some management to protect the public open space from being used for illicit purposes. Yea I mean, to stop the criminals or whatever from using or coming into the space. But you... What I'm talking about is private sector using public space for its own activities. Let me give you an example. It's the whole new Central Waterfront between Star Ferry and Tamar. And recently there is this... recently... recently there is this – what was it called – Formula E Car Race, where, you know, basically, I don't know which department, just sold the whole of Central, I mean the whole of the area near the ferry piers. All of that open space was just given over to the private sector. I know it was only for one weekend, you know, just a few days. Actually it's not a few days when you count in the time it takes to set everything up, the time it takes to clear up – at least a week. All of that green area, or most of that green area near the Central Government Offices at Tamar was just given over to private use! So I think there was constant pressure to do that. And to... and I think that... I don't think that's a good thing.

5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?
6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: Well, sustainable... I don't know what you mean by sustainable. I mean not really. I mean, they... Well, you wouldn't really expect them to... I don't know what it means by sustainable. I mean, they use water, they use resources, they use energy, you know, for the lighting, for everything. So in most cases they're not really sustainable. You know, I mean, but I'm not particularly worried about that. But if you mean sustainable in how long they can last, then that's very important. And that depends on making sure that they're not privatised, and

making sure that, you know, there's proper maintenance of the trees and everything else, you know. The indicators... I'm not sure what that means.

(Interviewer) Use the indicators to quantify the park management. For example...

Answer: Well, I mean, of course you can in some cases, for example, in terms of heat island effect. You know, you can calculate what the situation would be if there's no park, right? And then you can calculate how it is now. And then you can calculate how would it be if it was all whole parks was a forest, right? And you can make a comparison, and say, well, you know, which one... You can make a numerical comparison – clear indicator of the implications of doing those things. And those things are important, but how to... What's most important to me is: are they serving the Hong Kong people, right? Are they serving the public? And so the indicators become much more subjective about what people want in their park, or they don't want in their park, what they like about it. So it's not always easy to come up with clear kind of indicators and guidelines and stuff. I would be inclined to, you know, look at those public spaces which have the best public perceptions, the best public response to them. And try and work out what characteristics those parks have but the other ones do not have. Try and work out what it is. Because sometimes it's something that seems so stupid like toilets' theme, you know, or, you know, or you can sit down and have a coffee, right? These are the so many indicators.

(Interviewer) Yea, so that's why I've just mentioned we have divided into three aspects. Maybe some are relevant to resource and facilities, you know, and also some relevant to the social indicators, that means the people's perception.

Answer: Yea.

(Interviewer) So that's why we have short questioning here to talk about the indicators, so maybe... because I know you are very...

## **Academic S02**

### 1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：基本上 urban park 其實是一個很重要的 recreational service，是一個 residents 的 recreational service。在另一個角度，recreational services 是說 human 的 aspect。如果說 physical environment 的 aspect 的話，就是 ecosystem services，因為 assembly urban park 一定有 vegetation cover。但是 vegetation cover 扮演著不同的角色，例如它是一個 habitat of wildlife，也 eliminate air pollution。因為 vegetation 其實有一個的 purification of air 的作用，除此之外是一個 education 的場所。現在看到很多中小學有一些類似 field trip 的 learning，他們都會選擇這個... park 作為一個教育的場地，因為很多時看到這些 parks 會有 label，information，介紹一顆樹或者其他東西。這是一個很好的... urban environmental education 場地，而這些都是在一個 park 的主要 advantage。更大的 advantage 是... urban heat island effect 的 mediator，影響到 city 裏面的 micro climate，這個會是更 scientific 的層次。我估計之後將這些當作 indicator 給一些 visitor 去問，他們應該不能理解得到。

### 2. 香港的城市公園缺點是什麼？

答：主要在 limited land use 問題，因為... urban parks 要扮演作 recreation 或者 ecological corridor 的角色的話，park 的 size 要有一定大小，不然 biodiversity 會相對變少。當類似九龍公園那般大的 urban park 又在 city 裏面，有很多 trade off。例如捨不捨得用土地來做 park rather than 用來建造商業中心或者 residential area，這就是所說的 ecological value 的

trade off。有 park 的話，那個價值 comparatively 建造一棟甲級商業大廈一定很大。要決定的是 existing resident 對於 environmental living environment 的 value 和 dollar sign 的 value。一般來說，less developed country 對 economic development 看得較重，所以他們覺得 disadvantage of urban park 一定是浪費不少土地，那些可以建造很多的 building。這就是 urban park 在經濟的角度的 disadvantage。

問：經濟角度上的 disadvantage？

答：是，但如果說其他方面的 disadvantage，我又不覺得有特別大的 disadvantage，人們會覺得在家附近的 park 都沒有...

問：我猜問題的 setting 可能本身想問其實 urban park 會不會有什麼做得不好的地方。

答：... 哦，做得不好的地方。

問：我猜是這個意思。

答：我以為宏觀上 urban park 的 disadvantage，應該說這個 urban park 裏面有什麼 in term of management 的角度上有什麼做得不好。... 其實現在 urban park 的 facilities 沒有根據 census 的 data 而 design。因為我們知道 according to census 的 data，有些地區... 的年齡組群相對較 young，有些地方相對較老，但裏面的 facilities 是不變的。舉一個例子，有一個 park 在深水埗可能 30、40 年前興建的，但那時候有很多小孩子的 facilities，「氹氹轉」、鞦韆。但 20、30 年之後，可能「氹氹轉」、鞦韆千秋壞了依然 replace 相同的設施。問題是 20、30 年之後深水埗是一個老區，大部分用那個 park 的都是老人家。這樣的話，裏面的設施未必 match with 居民 population 的組群。相反，有一些地方的年齡組群比較明顯年輕，例如比較 revitalised 的地區會有年輕人和年輕家庭搬進去，他們有小朋友，但是 parks 裏面的 facilities 只是適合老人家使用，例如老人健身設施。... 這是一些 mismatch，我們可以看到一些 parks 會有這種情況。除些之外，... 香港大部分的 parks 都比較少 open space。lets say 在我的 generation、帶著幾歲的小朋友的話，我會希望 parks 有一些草地、大點的範圍讓他跑跑跳跳。舉個例子，如果我住九龍公園附近的話是沒有這種地方的。我們要去到 outside 一點的 park，例如元朗公園的草地或者在飛鵝山、斧山道附近有一個很大的 park。

問：那個應該再上點，佐敦谷、順利邨那邊。

答：佐敦谷那個 park 有一大片草地，所以非常多年輕的家庭帶同小朋友去。但是在 city 裏面的 park 大部分都沒有這一類的 facilities 也沒有 open area，這是一個很大的 disadvantage... 不能 attract 人去用 park。舉個例子，我住在九龍公園附近，我很少帶我的小朋友特地去九龍公園去踢球、去玩。除此之外，很多的... recreational activities 在 park 是不可以做的，踢球也不准許。

問：是呀，踏單車。

答：踏單車不准許，踏滑板也不准許。那某程度上，設立一個 park 有什麼用？設立一個 park 只是讓人步行。park 的作用在外國人來說不僅是這樣，就像倫敦的 Regent's Park、Hyde Park，基本上它們的作用是在星期六日讓人們去踢球、跑跑跳跳、捉迷藏等等的活動，但我們香港的 parks 就是有條石屎路給人去步行。

問：只是步行？

答：或是坐下在樹蔭下乘涼，但是這些 setting 是不 favourable for 一些小朋友，這就是最大的問題。

問：我再想問一下你會不會覺得現在 urban park 的 regulation 比較僵化？



答：這是一定的。因為現在 urban park 有很多東西都不可以做，但是那些 activity 應該在 park 做。就如 park 不准許我踢球，不准許我玩滑板，那我去哪裡玩？家裏？不可能。所以我覺得這是一個很大的問題，那個 park set 的 objective 到底是什麼？是 leisure activities for 什麼年齡組群？這些都需要去檢視的。現在你看到很多時候 park 的 basic 活動，滑板車、踢足球、打排球都有 logo 說不行。那麼 park 的作用還有什麼？

問：之前有一個牌寫著不可以放遙控飛機，我一進去，還未拿出來已經有人阻止。

答：park 的目的是 recreation，連這些 basic 的 activities 都不准許做的話，那 park 的目的是什麼？

問：明白。你剛才所說隨著時間流逝但公園設施沒有 update，仍然用一些舊式設施...

答：政府只會 replace 而沒有想過地區的年齡組群在過去 20、30 年的變動。假設當時小朋友的玩意，會否因為時代變遷去參考 census 裏可以 project 的 data 而改變公園裏設施的類型？可能乘涼的地方 setting 改變了或者多了老人家去鍛鍊，用腳步按摩這種 facilities 去取代鞦韆

、「氹氹轉」、騎木馬。因為... 年齡組群的升高，今年輕人、嬰兒、小朋友的人數較少，留那些設施令 usage 的 rate 變得超級低。... 既然要 instore 新的設施，為何不 instore 一些符合年齡組群的設施？這方面需要探究一下。

問：從 horizontal、from timeline，由以前到現在都沒有作出轉變？

答：是。

問：那從 vertically、不同的公園和時間，會不會本身的 design 很 homogeneous、沒有分別？

答：基本上每個公園都是一樣。

問：不會顧及人口 census？

答：肯定沒有，... standardize 很多東西，我覺得要做到公園人性化需要理解人口發展情況。因為公園的目的是讓附近的人使用，除了海洋公園、迪士尼樂園，很難令一個公園讓住在很遠的人也前來。一般的公園都是讓附近的人去，這就是說公園的目的是 serve 周邊的人，但他們的 population structure 有所轉變都不去 consider、轉變公園的 setting，那就是超級失敗的 product。

問：海洋公園、迪士尼樂園這些都要主題，... 那如果都市的公園也就是康文署管理的公園都有主題，例如九龍公園專門看爬蟲類的博物館，theme 會不會好一點？

答：其實這就把公園變成了不同的角色。

問：角色不同？

答：因為這些 theme based 的 park 就是 theme park，那 theme park 就變了角度。它不但... 提供 recreational services 或者 greenery 的 services 給周邊的 residents，而且變了另一個角色 - attract from other place 的人去 visit。這個情況下也需要算 carrying capacity，如果那個 theme 很吸引的話，... 其他人會去，所以跟我們所說的 urban park 的 setting 或者 purpose 應該是不同的。例如沙田市公園、馬鞍山公園裏面是差不多的，所以住馬鞍山的人是不會特地去沙田公園而是去馬鞍山公園，住沙田的人也不會特地去馬鞍山公園。所以... urban park 的角色就是 serve surrounding communities，它們的 setting 或者 facilities 都是 more or less the same。... 當然每個地方的公園也有自己 locality 的 speciality。舉一個例子，馬鞍山效野公

園有小型展覽或者 information 關於馬鞍山礦場，這些是 tailor made for locality 的 characteristics，但裏面的 facilities 例如千秋是 same。

問：這些只是 locality 上面加一點東西，不是一個 theme。... 因為好像香港公園和九龍公園這些相對上住在很遠的人也會去看。

答：香港公園和九龍公園當然有一點 theme based 的東西例如雀鳥，加上它們始終在 city 裏面，... 所以有其他的因素 trigger 人去 visit。但是人們不會特地在放假時從新界去香港公園或九龍公園，除了去九龍或尖沙咀的途中、在海港城逛完街順路去九龍公園。九龍公園和香港公園依然扮演著 urban park 的角色，但它們比市鎮的 urban park 的內容相對地豐富。

問：這些公園會不會除了 consider 附近 neighbourhood 的人口和他們的需要，也會考慮周邊地區之間的關係，大家的 setting 可以...

答：我覺得... 要 ensure 到每一個 district 都有 urban park 去 serve 周邊的居民。如果我們能做到，未必需要去 cater neighbor district。因為如果設施都很 standardised，未必需要做到這樣。問題是人願意去 travel、visit urban park 的 willingness 不是十分高。沙田、馬鞍山可能 interchange visit，屯門和沙田都有市政公園而人們不會特地、purposely 由屯門去沙田市鎮公園或者由沙田去屯門市鎮公園。因為它扮演了一個角色就是 serve 周邊的 residents。

問：你會不會理解為 primary 的 purpose of urban park 就是 serve neighbourhood 的 public？

答：是。

### 3. 是否有機會改善香港的城市公園？

答：in terms of 教育的角度去看。dense city 在 countryside 有 extensive country park system 但 country park system 有一定的 traveling distance，對於一些附近 residential area 的人需要 one day 或者 full day 的時間才會去 country park。如果只有 half day 或者幾小時，可能借助 urban park 做 country park 的角色，這樣可以透過 parks 的 visit 有 environmental education，因為現在 urban environmental education 在外國已經是 hot topic。在一個 city 裏面特別在外國，countryside 可能要幾小時的車程才到達，而大部分市民超過 90% 的時間都留在 city 裏面生活，... 所以應該要在 urban park 裏面增加環境教育的元素。當然現在 urban parks 有做到一部分，但可以做得更好。我覺得可以在 urban park 裏面帶多點 environmental education 的角色，這是對人。另外對 ecosystem、生物也可以扮演一個角色，urban park 的生物多樣性比 countryside 相對地低，但 vegetation coverage 和 type 會影響到生物的出現。當選擇在 parks 裏面做 plantation 的時候需要 specialist 的意見，從而知道哪些植物吸引哪些生物，真正正在 parks 扮演著 ecological corridor 的角色，。這是 opportunity 方面可以做的，將來在新區內 design 新 parks 時能理解區內的生物，然後種植類似的植物，令周邊的 ecosystem extend 入去 city，外國更在進行 research green roof 和 podium garden 的 ecological corridors。

問：個人認為 parks 在選擇 vegetation types 的時候沒有詳細考慮會不會有 exotic species。

答：一定有 exotic species，但沒有特別考慮言方面。

問：都是隨意？

答：是，一大 lot。你可以看到每一個公園都差不多。... 遲點可以看到會種植楓香，因為人們在效野公園拍紅葉，所以政府自行換樹，這就是選擇植物的方法。相對地，種樹的時候會考慮容不容易種，會不會影響到 effectiveness，因為這些是政績。種幾遍已經有成效，

某程度上影響到 performance，人們理所當然地選擇一些容易種、不會死的樹種才不會影響 performance。

問：為了要達標？

答：看 setting、management，他們完全從 administrative 的角度去管理那個 park，不是從 ecology 或者 geography 的角度，純粹是方便他們去管理，that's why 他們禁止很多東西不可以做。

問：剛才說 limit 人們的 activities 都是...

答：全都是為了人，有灰色地帶令他們的 administrative management、執行上有困難，產生 argument。例如有 logo 說不可以踢球而有人違反了，其他人向管理員投訴球打到人，管理員來到要求停止活動，這方便了管理。我們可以看到 park 的情況都是這樣。

問：這就是 urban park 裏面的 disadvantages。

答：對。

#### 4. 香港的城市公園是否面對著任何威脅？

答：在香港，park 會不會是一個 threat in terms of limited land use，會不會在 urban park 開刀 in terms of 發展，... 我覺得這些都是 potential threat。另外，現在很多小規模的 urban parks... 扮演的角色到底是什麼？它們的空間有限，只有幾張椅就叫做 parks。

問：叫做休憩處。

答：是。這些會慢慢被 remove。我們所說的不只是 park，而是 public urban space 的問題，這也是一種憂慮。除此之外，人口越來越多，香港政府不停找土地發展卻不曾 preserve 其中一大部分作為 urban park。

問：都有的，不過很少。

答：政府認為最好全部都用作發展。某程度上人口會上升，conjunction 問題就會出現，park 的 usage 太高。overuse 的情況下會產生很多問題，例如 trampling，... 不夠 facilities 給人用。

問：Conflict of facilities?

答：是，這都是問題。除此之外，我們現在知道有些 ethnic groups 經常用 park，例如菲傭、印傭很早就去 park 佔位，導致不同的 ethnic groups 的 conflict。這也是一個 threat。

#### 5. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：首先我們要知道 sustainable development 是一個很大的範疇，sustainable 的意思是 parks 能否永遠存在和扮演它的角色。... 在 land use 上面是 sustainable 的，因為已經劃了 land use planning，要轉它的土地用途要向 plan board 申請，再加上申請不容易通過。但問題是在 usage 上面未必 sustainable，剛才所說的 population increase，某一些區的老人家特別多，某一些區的小朋友特別多，導致 difference 和 mismatch。例如 park 有很多老人家使用但只有幾張椅子給人坐和乘涼，他們根本無法享用，所以會有很 negative 的 image on 這個 park。這些 image set 了 barrier 給人，令他們不使用這個 park。如果經常沒有位置坐，為什麼要去那裏？有很多草地的公園卻經常被佔用或者沒有 car park 的話，人們都不會特地開車去排隊。

問：佐敦谷就是這樣。

答：對呀，... 如果去佐敦谷的話，會一早就出發或者等 weekdays 小朋友放假而其他人要上班的時候。如果星期六或星期日去的話就很恐怖，要等 2、3 個小時。這就是 barrier 令 park 有 negative image，這是一個問題因為人們會失去 motivation。

問：導致人們不想再去？

答：對。政府的 parks 有點分別，因為不管有沒有人去都會投放一定的金額在 maintenance，也不需透過 park 去賺錢。... 但要入場費的 park 就不同說法，如果有 negative image 就越來越少人去，越來越少錢 manage, facilities 越來越差，變成惡性循環。但 urban park 應該不成問題，因為政府有投放金錢。

問：但是從 sustainable 的角度，除了 exist 也要扮演它的角色。如果 negative image 令人很少去，... 根本 serve 不到人，其實 in terms of sustainable...

答：例如佐敦谷公園，大部分人都是開車去的，很少 public transport，當然有巴士... 但這麼大的 park 只有十多個車位是不 work 的。這都會影響它的 sustainability，在 usage 上的 sustainability。這條題目要經過思考，park 的 sustainable 要先 define 給人，不然回答不到你想要的東西。

問：去康文署訪問時，他們說自己是 sustainable。

答：不 sustainable 就有大問題了，就會被辭退。

6. 認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果能夠，你會建議如何制定或組織這些指標？如果不能，原因是什麼？你會提出什麼方法？

答：你的意思是用 indicators 去 assess 它的 effectiveness？

問：對。

答：... 其實在 environmental study 中是有一些 framework 去 assess protected area，利用一些 indicators、criteria 去 assess 和 standardise 是頗 common 的。不過，要做 assessment 一定要有 indicators 來提供一些 scientific data 去做 assessment...。問題是用一 set 的 indicators 去 assess 政府的 urban park 的話，park 與 park 之間的 effectiveness 沒有大的 difference。... 因為所有東西都是 standardised，assess 的時候也是這樣。除了 equipment 的大小，facilities 的多少、人數的多少、visiting 的 satisfaction 的高低都差別不大。相反，一些 indicators 比較不同地方的 parks，不只是香港，還有國內、澳門、台灣、歐洲的國家。Develop 一 set internationally used 的 indicators，可以比較 existing 的 parks 的成效有多高，只做香港就看不到大的分別。即使成為香港最高成效的公園又如何，例如九龍公園，so what？

問：根據你所說，康文署的 standard 都差不多？

答：對，... 他們有自己的 indicators。

問：我跟他們做訪問的時候，他們沒有 disclose 我。

答：他們做 performance appraisal 時一定有 indicators 去證明。RSO1 負責管理一個 park，所以一定有 indicators 去證實他們的管理，例如人流的多少、草會不會經常死、花費多少錢都是他們的 indicators...。

問：LCSD 的 indicators 是從 administrative 的角度去看自己的公園做得好不好，不會跟其他 city 做比較。正如你所說，好一點的 indicators 應該從 academic 的角度 compare 香港 urban park...

答：還有 indicators 要從 demand side 那邊做 assessment。就算說得天花亂墜，但重點是在於 users，應該問 users 做得好不好。

問：LCSD 應該沒有？或者是靠 number of complains？

答：一般人除非很大件事才會 complain。... 說到國內的國家公園或者 5A 旅遊景點，基本上每一處都要問 public 並呈上 standized 的 satisfaction survey。這是一個正常的渠道去收集 users' opinion 或者 satisfaction，康文署也應該這樣做去拿到較 objective...

問：用 5A 的 standard 可以比較到不同國家裏面的國家公園。

答：... 如果只是看硬件去定 indicators 其實沒有大意義，用 users satisfaction 才有意義。Even 香港的 parks 做 comparison 就有意義，哪裏做得更好或滿意度更高 and then 找 determine 令 users satisfaction 會更高。會不會 park size 大點，satisfaction 更高？或者用 equipment、垃圾桶、open space 的多少去 test 他們的 satisfaction，看看有沒有關係。

問：如果 indicators 從 social 或者 people 的 perspective 出發會不會比從 resources 和 facilities 的角度好一點？

答：是。除了這個，parks' carrying capacity 是難以量化，但是有 social - psychological carrying capacity 去問人公園是否太狹窄從而計算 parks 的 carrying capacity，這也是其中一種 evaluation。Park 太狹窄，satisfaction 一定下降，所以 parks perform 不到令人開心的角色。

問：有時候 physical capacity 未滿，但 psychologically 已經覺得很多人。

答：Physical capacity depends on 誰去決定和角度。urban parks 因為政府給錢，不用收錢。如果收入場費的話，當然 carrying capacity 越 harsh，收到越多錢。... 不同人的角度去定 carrying capacity 就會有 discrepancy，但用 visirors 的角度和感覺去定 social - psychological carrying capacity，就可以作為一個參考的資料。

## **Academic S03**

1. 香港的城市公園主要優勢和最突出優勢是什麼？
2. 香港的城市公園缺點是什麼？

答：做得好不好，主要我想是視乎社會的要求和我們怎樣看所謂城市的生活，我認為 park management 應該要有這一個... 作為考慮點。反轉我問，你知道香港甚麼時候開始有這些公園？... 還有是甚麼情況下 urban park 會出現？

問：以動植物公園為例的話，一八八幾年的時候已經開始？

答：對。以當時來說，是一個花園來的。是政府旁邊的大花園，是吧？這個很明顯是殖民地時代引入的一個物件，但我們現在談起香港的 urban parks，你們 review literature 會否留意到甚麼時候開始，將 urban park - 我們不稱之為 urban park，稱之為 open space—放進 planning guideline 裏面？這件事基本上而言是城市的空間，公共空間。有沒有 idea 是甚麼時候引入這個概念？

問：大概是二次大戰之後的時間？

答：後到甚麼時間？因為你問這些問題大概知道過去—這個是 **critical**，我們需要知道香港這個城市裏面，出現 **park** 這樣東西，是 **serve** 甚麼 **purpose**？就是它設立了後，能否 **fulfill** 它的 **purpose**？這個正正就是你們希望找到的目標吧！其實這個跟香港的發展有關係，城市的發展方面有關。你們太年輕，我就經歷過這些階段。香港這個城市—城市也好，工業也好，或者 **housing** 也好，發展最 **critical** 的時候是甚麼時代？

問：50-60 年代？

答：Exactly，60 年代開始。所以你翻查一些香港的公園紀錄，大部份現時主要公園都是那個時代建立起來，包括香港人都熟知的維多利亞公園。維多利亞公園和動植物公園性質是不同的，前者真的是 **for public**，在區內也有很多，所以我以前做的那個 **study** 都 **focus** 在北九龍這個地區。為甚麼這個地區會這麼多？可能就跟 50 年代、60 年代難民來香港，工業遷移過來，政府要找地方興建工廠，亦要找地方給人住。變成那個 **planning** 很有趣，現在是不會這樣做。以前要將工廠和工人放在一起，香港多這些地方。現在來說，這些就是香港很多的工業大廈，其實在民居附近，但以前是工業大廈。所以我想在不同時代有不同的 **planning** 概念，現在城市裏面人口愈來愈密集，工業愈來愈密集，人居住的空間就可能愈來愈少，可以給人住的空間愈來愈少。因此就是如果沒有空間給人活動，會帶來嚴重的社會問題。這個問題是甚麼？

問：人們會不滿政府？

答：對。人是需要空間，居住的地方，或者在你居住的地方附近，你要去伸展、活動。當時來說，為甚麼我們會有摩士公園，這個真正的公園；摩士公園就鄰近一個公共屋邨—橫頭磡邨，黃大仙一帶，附近新蒲崗工業區，人口開始愈來愈多，需要一些公共空間給人，因此就在香港規劃指引，就開始有 **open space**，**open space** 包括綠化地方、休憩場所。這些地方要保護，要保持這些場所，公共空間就不可以建屋建廠，最主要是給香港人一個伸展空間。所以你問香港的公園 **salient strengths**，從這個角度來說，是去建立一些空間出來。另外一些 **incidents**，你們 **team** 可以再去 **dig out**，主要發展是 67 年後。67 年之後有一個翻天覆地的改變，而 67 年之前，香港就真的跟很多殖民地沒甚麼太大分別—第三世界的，殖民地好多色彩都可以在香港出現。但是 67 暴動之後，英國對於香港的管治出現了很大很大的改變。67 年後，我當年會考完，當年還是年輕人，港英需要紓緩年輕人的怨氣，讓他們有發洩的地方... 可能這個跟公園沒甚麼太大關係，但問題就是你會看到人需要空間，所以你說 **park** 是否一定需要花草樹木？不一定，但要人需要這些空間去發洩，所以之後開始 **open space** 訂立一個 **standard**，慢慢有每個人需有幾多平方呎活動空間，這個作為一個規劃的空間。如果你看 **planning guideline** 來說，就有這些標準在此。所以你說 **urban parks** 作為一個重要社會的意義，就是解決社會的問題，因此它要針對性。所以早期來說，很多 **park** 的 **design**... 因為香港那時候是年青的城市，就是人口大部分都年輕，我年輕的年代，所以很多 **park** 的設施都針對小童、年輕人為主，每個 **park** 都有 **children playground**。有些地方入面有場所給年紀較大的人打波、各種體育運動。你去摩士公園會見到香港第一個壁球場；各式各樣，能夠用盡青年人所有精力的活動在這些空間出現。所以我想這個是香港之所以有 **urban parks** 的一個背景。如果你說優勢來說，這個 **park**、香港這個 **park** 針對每個 **community**。所以在 **planning** 裏面，每區入面有多少空間就要 **provide** 多少 **recreational space** 給人用，是有的，一路以來都有。早期針對小孩、青年人活動為主，如果你說現在、現在的 **park management**... 你們有沒有去公園嗎？

問：路過為主吧？都有的。

答：現在甚麼人使用公園多？長者吧，他們用了幾廿年，他們小時候去公園打波，現在讓他們去公園，未必可以進行踢足球、打籃球、打壁球這些活動。因為這些長者需要—可能

缺點就是公園的設施是需要變，由以前照顧青少年人為主，到現在很大程度要 serve 一班長者。現在來說 park 裏面，facility 有沒有轉變？是有轉變的，我見很多 park 入面兒童遊樂場改成長者健身設施，現在我會去的那些地方。究竟轉變要轉幾多？可能你們可以探討下。是否 park 純粹 serve 長者？有沒有社會上其他社羣需要用到？或者有沒有提供這方面的 facility？或者借鏡外國經驗方面，其實現在外國是怎樣看 open space？香港方面又需不需要向着這個方法去？我猜這些是探討的問題。我猜香港、例如北九龍、浸會附近這個地方，公園、network 算多，因為以前這個主要和 60 年代、70 年代有關。港島反而是另一個情況。港島它因為開發早，和它的社羣性質不同，所以 urban park 和 community 之間的關係會更加密切。如果從 park design 的角度，我會有一個地方很 recommend 你們去看的，那個地方很特別很 unique，就是新蒲崗。新蒲崗知道在哪裏吧？新蒲崗給你的感覺如何？

問：新蒲崗 public space 相對上比較少，但不是沒有。它有一些休憩處，如果大一點的話就是東啟德運動場；如果公園就較小型。

答：你說的是較小的休憩地方吧。Exactly 我就是想 point out 這個 point，如果你說起公園這些 public space 要 relate to community，當時我不知道為甚麼 uniquely 只有新蒲崗這個地方才有這個概念。每個街角都有一個休憩空間。

問：是叫作 sitting-out area？

答：對，是 sitting-out area。這個有甚麼好處？比起大的有甚麼好處？外面的人不會特別來，那麼這個 area 就是 serve 這個地區工作、住的人，很近。加上這些 open space 很多都是 in-between 不同 building，所以新蒲崗很多大樓可以望到街；現在很多大廈就樓望樓，廳望廳。但前者的 design 在台灣、歐洲好多地方裏面都可以見到。所以這些都算技術佔用的空間不多，但你可以 serve、改善地方的 living environment，很大程度。我想這些都是我們看 park 方面，基本上可以作為其中一個考慮...

3. 是否有機會改善香港的城市公園？
4. 香港的城市公園是否面對著任何威脅？
5. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：做參考對比。公園不需要每一個都是兵頭花園，這種需要... 因為 serve 的人不同，整個城市都是它的服務對象。但很多這些小的地區，很多明顯... 新蒲崗就是一個工業和住宅混集的地區，所以當時來講，當時的人都覺得有這般需要。需要方面，對我來說，是好事。Is there any opportunity for urban parks in Hong Kong to be improved? 未來... 不淨止香港，全世界而言，我們怎樣看我們的城市？即是我們的城市需不需要 urban parks？同一類問題，我們的城市需不需要房屋給人居住？我們需不需要有一個商場給人購物？同一樣的，我們都是問同一個問題。大家都競爭城市有限的土地。所以說 urban park 有沒有 improve，我第一個會問的問題，我們 improve 是指甚麼？指 park open space 的面積不斷擴大？這個可能是其中一個希望 improve 的地方。既然 park 那麼好，我們就多點 park 吧。第二個需要 improve 的是 serve 甚麼人。Purpose。這個是講 facilities，以前是 serve 小童、年輕人，現在會不會是有一種轉移？Park 究竟可不可以滿足到人口愈來愈老化的組羣呢？這個都可能是 Improvement 的一個方向。至於 park facility 配置那方面，重整 park design 都可能需要思考重整的問題。第三方面，城市... 我們怎樣看待城市。以前 50、60 年代香港怎樣看城市？覺得城市是給人工作的地方，給人居住的地方為主。最好把兩件東西放在一起，一切就方便了。例如葵涌、荃灣、新蒲崗、觀塘，如是者。工廠旁邊就是低下階層的人的住宅地方。這個就是以前我們要解決，當時城市的問題。現在來說，我們是否只滿足於這種方式使用我們城市的土地呢？第一，城市的土地是有限的，全世界都一樣。如果在有限的土地裏，怎樣用呢？以前西方社會都是一樣。西方社會早期怎樣看城市？城市都是

一個給人的印象是 evil，人多、密集、貧富差異大。所有人類最大的問題，都在城市中找到出來。所以就是以前人對城市有一種負面印象、負面觀點。但是你會知道、我們知道世界愈來愈多人住在城市裏面，聯合國最近召開的會議都顯示到超過一半、五十多六十幾%的人口住在城市地方，包括中國大陸。以前大陸都是農村，現在城市化很迅速，所以很多人去了這個城市。那麼城市是否就是工廠，讓人從事生產？或者建房屋給人居住，建商場給人購物，是否只滿足如此？但是以前的城市發展就是這樣。內部不夠，歐美的經驗就是發展市郊地方，「我有錢的話就不住在城市裏，有車就住遠點，住寬敞的地方」。但是如果全世界人都這樣選擇，我們有沒有這麼多空間？這個是很大的問題。二十世紀時間裏，城市發展都是在說不斷城市擴張，但我們知道城市不可以無限期擴張，因此我們要重新去看，很多人也住在城市，住在城市的人怎樣去改善生活？在有限空間去改善生活？我想 recommend 一本書給你們，就是 David Owen 的《Green Metropolis》。他以美國紐約曼哈頓作為經驗，說二十一世紀的城市基本上就應該... 十九二十世紀的美國城市就發展 suburb，二十一世紀美國要發展城市就不應該再向這個方向去。我們怎樣改善密集的城市裏面，人的工作、生活、娛樂空間。還有二十一世紀談到 sustainability，政府剛剛出的「2030+」都有提到這回事。Sustainability 有 sustainability 的 principle 我們要遵守，sustainability principle 而言，以前的城市而言，城市所有 materials，食物、水 whatever，都在很遠的地方運來。但這些就會造成很多環境問題、汽車擠塞問題、污染問題、暖化問題。因此以前的人就是希望居住面積大。但當人口愈來愈多的話，這就無法做到。因此他的書提到「living closer、travel shorter」，這個就是二十一世紀城市發展的基本模式。人必定要接受一件事，每個人的居住空間小、工作的空間少，但是有一件事要保持：活動的空間一定要有，公共的活動空間。公共的活動空間是甚麼？即是香港 planning guidelines 裏面講的 open space，你們 project 做的 parks。香港是一個很好的例子，香港... 他舉紐約的例子，但香港已經做緊。香港是世界大城市裏面，我們是一個不需要擁有車，但可以去到不同的地方。其中一個原因是人住得近。城市來說，我們稱之為「compact city」。「Compact city」就是城市不是不斷擴張，但是我們要改善內部，功能上、土地上來說要改善。所以 open space 從這個角度來說，我認為是 serve 一個很重要的 social function，就是 provide space for people living in very very compact housing, very very compact working environment。所以你要改善——從一個很大很大的方向，specific 不說——大方向就是如此。這些 open space 其中一個改善元素，人人都知曉。Park 是用來做甚麼？Park 不是用來建高大的建築、structure。Park 其中一個引人入勝的地方是甚麼？因為這個地方還有一些 nature 的東西。所以我另一個 project 是做 urban green，就是香港有些學者也是做 urban green 的東西。這個就是一個需要去 enhance 的地方。當我們說「green」，我們以前會想到動植物公園那種花園式的 green，但是就是 urban park 既然是公共空間，又要綠化，有自然的元素。自然是不是就一定要齊茸茸種一些花草樹木？這些才算是自然？齊茸茸的意思就是它真的是一個 garden。Garden 當然有自然、nature 的元素在內，但這個是否一定所有 open space... 這個 urban landscape architect 的工作，做園藝的工作，還有社會的思維問題。我主要想提一點，就是歐美國家，當然都有好大 debate，debate 結果是 urban green 不一定只是要種花草樹木。Urban 以前來說我們趕走了甚麼？我們趕走了城市人面的... 很多城市以前都可能是農地、農業果園、樹、森林的地方。如果我們將城市裏面的 open space 都回復到自然的部份，如果我們做園藝、做園境設計的話，就不僅是做一些東西給人看，而是功能上的東西也可以存在。這個就是很多時我們提到的一個 term，叫「城市農莊」的概念。種植物可以種一些有用的，可以進食的植物，一樣有自然的元素，一樣有果實。這些不單單只是給人看的。意思就是你說這些，跟你問的 opportunity、有甚麼 improve，可能來說... 都需要有人照顧。有些老人，給他們一些活動；有一些空間，給他們一些活動。讓他們可以做點事情。他們多時間嘛！我現在也可以去的。變了他們可以打發時間，同時可以做點事情，在他們社區範圍、不遠的地方。當然這個需要政府政策方面配合。



Management 來說，就不是純粹事事康文署。康文署的職責很簡單，康樂、文化、活動，但康文署裏欠缺一樣東西，就是西方很多城市推動的「community 參與的綠化項目」，包括 urban farming 等項目。這個其實有人推動，幫了政府很多，就是你幫退了休、上了年紀的人，他不需要受到上班下班的限制，你 incorporate 他們參與這些活動，是我們需要想的地方。康文署有沒有？可能他們都有。如果你去到每個公園都有個 corner，有個 greenery corner，「環保角」，whatever，是沒有人的，沒有人理會的，有些不讓人入的，exactly 就是這樣。這個就是你們在說的 park improvement。西方來說，park 不是政府的財產，是 open space，open space belong to public。If public space belongs to public，大眾就是最重要的持份者。不是政府給他們甚麼他們就要用政府 provide 的東西，你要從下而上，他們需要甚麼，政府作為一個 facilitator。park management 的概念就是去 facilitate 這些情況的出現，rather than 政府花多少錢，種多少盆花 whatever，純粹留給 passing-by 去欣賞。這些不是新東西，不是我 pop-up 出來的，其實在歐洲、美國很多地方都在做這些事情。香港如果要進步的話，這些就是可以算是 open public space 進步的空間。Management... 我猜你們這個 project 是想帶到一些新的看法給政府，他們未必要即刻做到，但要 inspire 他們，讓他們知道世界其他地方已經完全不是傳統做的 park management，在公園裏做一些老人做體操的設施、給小朋友玩的鞦韆、放幾個球場讓人們踢球。已經不是在做這回事了。因為這個是所謂 public policy research，要有 policy implication，所以作為一個學者的身份去做，是很切合將這些觀點帶出來。另外有本書想你們參考，作者忘記了名字，書名叫《Green Urbanism》，是美國一個教授寫的。他提到的 Green Urbanism 就不是說美國的 Green Urbanism，他是 learning from European cities，從歐洲城市的經驗，帶回美國。這個是二十一世紀我們很多時候從文獻上可以看到，二十一世紀當然主體不是一個純粹發展的世界。二十世紀是發展，二十世紀是強調發展。到了二十世紀中期，二戰後，我們已經看到發展帶來的一連串問題、環境問題，我們的環境科目都需要討論。中葉後期，主要來說就是我們 identify 問題，但 solution、發展應該怎樣去呢？一個 critical 的 stage 就是《Agenda 21》這個文件。《Agenda 21》的核心就是 sustainable development。整個二十一世紀方面，過去城市的發展都是以可持續發展、永續發展概念作為一個重心。當然來說，還有另一本書就是 John Kaiken 的《Building City》，他提到有九個建設元則，去建設二十一世紀的城市。... 這九個原則的核心就是怎樣 promote sustainable development，其中的一個很重要要達致... Development 每人都知，但 environment 方面，我們怎樣去平衡發展和環境方面，其中一個核心就是 open space，你們 project 做的 park、urban park。所以這個是一個很重要的議題。城市將來是否我們現在的說法「livable city」、讓人住的城市？可不可以「livable city」就是特首所謂「起屋、起屋、起屋」？當然要起屋讓人住，怎樣建哪裏建都是一個問題。但是有個... 所以很多人會忽略一件事，就是起屋之餘，我們也要有空間讓人活動，所以這是我們看的一個很重要的議題。還有甚麼疑問嗎？

問：我可否這樣理解，如果 threat 這方面，剛才提到一些 sustainable principle 的新看法，但如果政府可能未 follow 到這種 concept，其實它繼續沿用舊的傳統去管理，都是對 urban park management 的一種威脅？

答：如果這個... 你們看了「2030+」諮詢文件沒有？新出台未看嗎？所以我建議你們去看一看。或者這裏講... 我退休之前 involve 的一個 project，和 urban parks 有關，就是一個概念，就是一個 green infrastructure 的概念：green infrastructure。意思即是話 green、green，籠統一點來說就是 open space、parks、urban 裏的 green。傳統這個 park development，就是... 你們有沒有做過統計全香港有多少個 park？分佈在哪些區？甚麼時候建？有沒有這些資料？

問：我們有的...

答：你們掌握了這些資料。是不不少的，香港是不不少的，是不不少的。香港傳統的 park development 因為按照規劃標準，你這個地方有多少人，它就會騰出多少地用來做這方面的用途。因此這些空間，其實就是一個最大的問題，是甚麼？分散，fragment。Fragment 有 fragment 的好處，我剛才講，說到新蒲崗它 serve 一個 planning 的 purpose，但是 fragment 來說，這個地區性的休憩空間你可以是 fragment，因為你只是 serve 你當地的 community。但整個社會、整個城市來說，有些較大的，大一點的 park，你想 draw 多一些人用，serve 一個大一點的 purpose，但是這個我們就要想辦法，讓它們連貫、連貫一起。用一個 infrastructure 的概念，infrastructure development 大家都明白甚麼意思吧，基建的設施。最主要的基建設施興建甚麼？

問：機場？

答：即是路吧！建路... 為甚麼要建路？就是要將不同的路、不同地方的人連繫。所以 green infrastructure 的意思，就是既然我們要在城市入面，我們有... 我有一些圖，但現在可能開不了，遲些分享給你們作為參考... 我猜就是要將這些... 大大小小的、特別大的、可以 serve community 的這些 green space。將它們連貫在一起。連貫在一起你可以發揮的效果就是大，有個協同效應。所以我那時候的 project 主要做北九龍，都做到一些 network 出來，都是一個... 世界公園(編按：World Urban Parks Congress)有一年在香港開會有個 Powerpoint 我遲點可以跟你們 share。就是... 亦有些文章跟這方面有關係。Incidentally，我們其實香港的 green space 是不不少的，香港人住得很密很迫。城市裏面，其實我們 urban 裏面的 green space、open space 是不不少的，這個多得 60 年代將這個 open space 納入 planning guideline。郊外不用說，urban park 這些 green space 在全世界來說，是很少有這麼小面積的城市那麼多土地面積可以作為郊區。那麼 urban park、country park，目前來說還是不錯。因為 country park 裏面有很多這些 hiking trail，這些郊野徑，其實已經是在 provide network，將這些不同的 park network 埋。每年都有這些郊野的... 有個比賽... 所以 country park 是 OK 的... 是相當 OK 的。所以有些人說要搞 country park，我們一定要注意那個問題。Urban Park 較少這個概念，所以我覺得你們可以這個概念放到 policy study 的地方，可以將這個概念提出來。我叫你們看「2030+」，它有這個 implication 在裏面，但不是說 urban park，即是在說這些 facility 連貫在一起，才可以發揮作用。至於怎樣去連，並非三言兩語可以說完。但概念上我們需要。所以這個概念「linking landscape and community」是一個很重要的一個... 所有我們做這些 infrastructure 的目的，是要以人為本，我們是服務人為本。好像 2030... 中大有個學者都在《香港家書》—有聽過這個節目嗎—她其中一個我很同意的 criticism 就是，2030 年依然來說，傳統 consultant 做給政府的一份報告書，一個最大的缺陷，就是沒有將人和 community 這個元素，在這個發展裏面帶入來。我想 Develop green infrastructure，將這些大大小小的 park 連繫在一起，有系統地連繫起來，有目的地連繫起來，就是一個很重要的一環，將人和社區方面填入去政府傳統思維的空檔裏。所以你說我會很支持大家再用一些時間去思考這個，所以——文獻上已經有不少——這個不是新的，對香港不是新的。但香港方面，從我以上... 雖然我沒有做過... 但我覺得這個是香港有條件去做。我們有海岸線，可以連串；urban park，北九龍這個地方，九龍仔連到賈炳達道，再連去 Walled City Park，再連去摩士公園，再將來去到啟德明渠，是一個幾好的... 如果... 一個幾好的連貫。每個地方都有不同的 function，變了人就... 它可以 draw 人活動的範圍，不是純粹 serve 老的、嫩的，而是 serve 很多不同目的的人，他們想認識這個地方 heritage 的人，有些地方可以走，有些路線讓他們走，他可以做緩步跑那些。你僅僅在一個公園裏跑，很單調；但從一個公園跑去另一個公園，感覺就很不同了，給你的 experience 也很不同。這些事情你們只需要入面 provide 好一些的聯繫、user-friendly 的聯繫，就可以了。因為那些設備已經存在，再加上你怎樣 promote 這些概念出來，不就很好用了嗎？所以香港方面來說，就 urban park... 很多人覺得香港只是見到這些

樓、見不到這些... 但意思其實不是沒有，而是你有沒有用它，知不知道怎樣用它呢？政府有沒有很積極 promote 這些給人呢？如果從 park management 的角度來說，這些才是去... 令到那個 park 發揮到它的功能的地方。還有甚麼？

6. 認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果能夠，你會建議如何制定或組織這些指標？如果不能，原因是什麼？你會提出什麼方法？

答：其實我不是很明白這個指標的實際上意義，所以我剛才問你它是包含甚麼。我都覺得，我都有點這種感覺(編按：不太清晰)。就是... 我想個 indicator 主要就很大部分跟 facilities、existing facility 有關... 即是... 簡單我看一看(編按：採訪者給受訪者的文件，臚列研究中的各項指標)，這些都是和現時 provide 的 facility 有關係，怎樣說呢？之前有沒有 summarize 有甚麼主要 indicators？

答：我不知道... 或者你從剛才和你們的討論問題，其實 indicators 可以 spread, forward-looking 一點。即是就好像康文署它們自己做評核那些：facility 夠還是不夠、那些人喜歡還是不喜歡，這個就是 anyway 現在在做的情況。或者你們都可以考慮，將這個所謂指標，未來的指標、未來 park 發展的指標。未來 park 發展的指標，你們同樣都可以 conduct survey，究竟，就是 urban parks 在歐洲、美洲一些先進地區裏面，現在講的 park 的 development、park 的 management，是會從那些 perspective 方面去做？如果從這個 park management... 希望達到甚麼呢？Even 香港我們在說未來的城市，我們要成為一個「smart city」。「Smart city」的角度，在 park 裏面可不可以 Implement？「Smart city」的意思，就是在這個資訊方面，你怎樣發放給市民？這個我想—就這方面來說，政府有做抑或是無做、是需要抑或不需要做... 另外一個 perspective 我想可以 forward-looking 做一個 assessment，既然我們經常強調 sustainable development，我們可否有一個指標，那個指標 whatever 包括那些元素，是可以讓我們看到 park 的 sustainability 的程度去到哪裏？例如講 park 裏面，全世界都公認，park 一定有 green。那麼我們有沒有一個 green index？即是我隨便 pop-up，我想這些都可以給政府這方面一些新的概念，讓他們多點從這個方面去想，未必即刻有一個很 concrete、這樣的結論出現。

答：因為我想這個是它有 policy implication，所以我們會希望個 policy 不會只停留在現在這個 stage，而是香港我們需要進步，進步那個空間在那裏，進步的方向應該怎樣走。我就希望這些 study 真的可以 provide 到他們現在沒有的—不知道他們會不會想... 其實都有一個好處，剛才我所講，connect、connecting、infrastructure 的概念，是現在的(編按：「2030+」)諮詢文件其中有提出的一個觀點。因為當中都可能有些同道人在，當中都有一些學者都在那個 committee 裏。

問：我看我們的 project，似乎都集中在一個個 park，而你提到的「connect」就是整個去看...

答：即是那個 park management 不是不重要，但是那個只是 - 它不需要你這個 project，它自己會去做的工作。它可能有它自己本身的 guideline，除非你拿到它那套 guideline，從那套 guideline 入手 review，如果不是就...

問：它不會 disclose 這個的...internal...

答：是的是的是的。但如果你這個 policy imply 的，我就知道了... 如果你讓我接這個 project，我一定會從這個角度，將這個訊息帶到出去。

問：都是我們一個 objective，將新的概念帶到出去...

答：就是了。它這個 PPR 基本上... 它的目的都是這樣的。

問：將學界上的東西，將它真的可以放到政府裏面，影響 policy、policy-making 的運作當中，有一些參考價值。

答：對。我不知道，我就是... 我有幾篇文你們都可以參考，或者我再 send 給你... 其實我幾篇以前做，就是說 Green infrastructure，在《Asian Geographer》裏。另外兩篇從 park user 方面，這個都可能跟你們 project 有關。一個是在說過去香港市民的 park use habit 的一個 survey，從市民角度，用不用 park、用甚麼？另外一篇文，就在說 park management，就是說屯門公園，屯門公園試過有一段時間不同 park users 之間的 conflicts，有些人唱歌跳舞，就是從 leisure management 的 perspective 來看，就是怎樣 solve park 入面的 stakeholder 方面的 conflict 問題。還有一篇就是在 E&P，即是《Environment & Planning》的 journal，早些時間的，都會講 urban green，講公園有那些東西 visitor 是喜歡的。當然結論就是有 green 有水就多點人喜歡。我想這個也有 park management 的 implication。這幾篇就是 publish 了的文章。另外一個... 比較大的... 就是我在國際公園年會—香港舉行的那一年—我給的 presentation，講 green infrastructure in Hong Kong。這些就是我可以提供的資料。如果你們之後在這個範疇有興趣的話，或者我們可以再討論。

## **Academic S04**

1. What are the major and salient advantages of urban parks in Hong Kong?
2. What are the disadvantages of urban parks in Hong Kong?

Answer: I think the way to provide open space in urban park area, the thing, and just, you know, equal opportunity to just meet outside from high density of the city, I think this is the main strength. Yes...

(Interviewer) Um...do you have any... um... specific example from your experience or do you have any comments on some individual parks? Whether you think these advantages like good or not?

Answer: I think in general I agree to these urban parks, but that we can deal all these in the second question... I think the weakness, sometimes, they are not really connected with cities...so just like...um... there is not activity site usually, you have some kiosk and stuff, but other thing ... I found that they are quite disconnected from the urban network of the streets, this is the main weakness probably for the urban parks

(Interviewer) So you think the parks are not well connected with the city area?

Answer: Un-huh...

(Interviewer) So what do you think about the connection between parks to parks? Do you think is it good or not?

Answer: Parks and Parks?

(Interviewer) Yes.

Answer: Um...sometimes they are very far away... so... I usually.... I don't go often to the park even because I think there are a lot of limitations, so you cannot stay on the grass; it is not like...you know...they avoid to stay on these landscapes, so why should I go there. You can still enjoy the greens, but I think you can go to the countryside probably, but even it's far away...I think sometimes the management of LSCD department is too strictly that they didn't invite people to use the space. So in general... it is ... ar... quite not agree the policy of LSCD department, how

do you... can prohibit many uses, so I cannot feed my dogs, I cannot cycle, I cannot skateboard, I cannot do anything what I should do...

(Interviewer) I cannot go cycling...

Answer: Ar...?

(Interviewer) I cannot go cycling, they just stop me... (laughing)...

Answer: Yes, this is just stupid stuff...so weakens...management of LSCD...

(Interviewer) Limiting the activities, right?

Answer: Um...huh...

(Interviewer) So do you have any comments on the facilities of the urban parks?

Answer: Um...in general, they are quite ok. Probably the facilities like the toilet...maybe ... you know... I don't know if there are some kiosk or restaurants...because I don't go often. So this is ... ar ... even an indicator, because I don't usually... when I was even in Barcelona, I used park ... it was nice. Even here the landscape is nice. I think it is about this.... activities here... does not allow people to socialize... I think... because of the missing of this activity... you know what... many things... People usually like more informal public space...

(Interviewer) Informal public space...

Answer: yes...there is public cargo area ... I have student.... she is doing a thesis, and there is on a night, 600 people just go in there, because they are allowed to cycle, to skate, to smoke and do whatever they want. So this is the main difference.

(Interviewer) So I think what you have mentioned is about ...maybe like some ... um .... some informal public space

Answer: Yes...

(Interviewer) Is better than the urban parks

Answer: Yes...

(Interviewer) Just because they do not limit the activities, so it is more organic

Answer: Yes, exactly.

3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: I think the future just can be... revising the policy...about the management and maybe ... link parks with other social activities that involve community.

(Interviewer) Um.

Answer: So maybe you can organize festivals, markets, some concert... you know... just let people going there and use it, so this is the main thing... because given the space... you should know how to use it. Yes...it is the main thing...

4. Is there any threat in urban parks in Hong Kong?

Answer: No... I think... in general, no. Just probably the land policy in HK is quite orientated to the private...um... purpose...right? If really can increase urban park in urban area, would be better...so I think the tricks can be allowed more urban park and not limiting them...you know... just increase the amount of space... just not reducing...right? If you have decent amount of urban

park now, but then if you build more, it means that the public space for person will become lower. So I think just try to find a balance from private development and social interests...

(Interviewer) Yea...actually the urban parks are owned by the public, but sometimes you know...

Answer: Yes...

(Interviewer) They are privately occupied by some groups...

Answer: Yes...

5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: Yea...I guess we already discussed about the management, it is not good, because they should encourage uses and not limiting. So I think... the... this is the thing that...and also sustainability just not about green features, but it is even about social sustainability... of the way how many activities you can have there. So in terms of management, I think it is quite broad, not in terms of management in cleaning and stuff, but in terms of allow people to do things there. So it is just like the main weakness or to answer this fifth question...yea...

(Interviewer) I think you have reinforced several times that the parks should involve more opportunities for users to participate in different activities...

Answer: Yes...maybe temporary activities ... I would say concerts, markets... and ... you know... more social events link with surrounding, you know ...you can involve NGOs, organization to organize any kind of activities. Just became quite common, just not going to the park only to bring children and enjoy, but just see ... to proactive uses it better ... public...

(Interviewer) Yes, um... so that means... um... usually ... um... it is better to plan some facilities or plan some maybe...the management perspective can think better than... so that they can involve more social activities...

Answer: Yea I think, programming...just programming...er...you can have one month full events by each Sunday, each Saturday, just link urban park with some social events, even public arts exhibition there or...I don't know, there's a lot of opportunities to increase...maybe example, even if you see, of course it is different, in New York, there are a lot of, I would say activities, in public areas, so I think when people go there, there is few limitations... so this can be a way to encourage people to use the parks...huh...

(Interviewer) So what have discussed is from one aspect that the park management level team limit their... I mean their management, and they can allow more activities, from another perspective, do you think that the management team should adopt more opinion from the social sector or like the people, because usually, when we talk about the activities...they do not... the management team, they do not know much about the activities and what the people think, so should they listen to the opinion of the public or how they should approach the public opinion?

Answer: I think it would be easy, just include some NGOs that work with public space and community, so you can, I mean, public space initiatives...er... groups of activists they usually are encouraging people to work on public space. And recently, there is the DVRC Initiatives to pedestrianized the Des Voeux Road in Central, at the center of Hong Kong, so there is a lot of way to involve community there so I think mainly just NGOs and organizations so you can link social activities and public space with urban parks initiatives...

(Interviewer) So I mean...er...that means...in your opinion, the government or the officials or the LSCD should actively invites those NGOs to give comments so that they could improve their management

Answer: I don't know how many NGOs... they works on areas, but if you can identify stakeholders and you work with them, so you probably have the opportunity to engage them...this could be important...maybe can organize workshop with them, and just involve community in the use of space, so but in a way... active way... because people do go to the park to enjoy landscape, and if you can make a survey about the informal space and formal space, you will discover a lot of stuff. So recreate space for people that we doesn't allow to use.

(Interviewer) So I think what you have mentioned can also answer... whether... what you think the sustainability in usage of urban parks in Hong Kong because if we compare usage of park formal one and informal one, and then we can see whether the usage is high or low.

Answer: Yea...yea...

6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: I think you probably should allow, from my opinion, just increase the activities, so the indicators should focus to understand the usage of the park and what do people like to do really. So if you interview people there... if you want to sit on the grass, they want to have no sittings, what do you want to do here... what do you like to do...you know... just to discover what people like... themselves usage um... yea, in terms of indicators, you can see ... even themselves... timelines... when do you go to the park...morning or afternoon, night...if there is any activities related there. So I think if you can link and discover the activities and usage, like usually at 8, 9 there is no one in the park, right? But then if you organize ... maybe concerts ...like... Jazz... just like small orchestra playing music from 7 to 9... probably you may have more other uses. I think just link uses, activity and parks... I think... and you can discover these individuals, right?

(Interviewer) What do you think about the indicators, means you are focus on the usage or activities

Answer: Yes...

(Interviewer) Of the park and then I think one of the good ways is to do some survey...

Answer: Exactly...

(Interviewer) And then see whether their satisfaction or expectation can be fit in...

Answer: Observing people what do they use the space, maybe make some videos, some time-lapse videos, and study the flows of people, you can count people...you can just compare weekdays and weekend days, so you can see difference in usage. I mean that is a lot of indicators that help you to have more clear idea about this...you know...park management and usage ... yea ...

## **Academic S05**

1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：我認為主要的優勢是 **multiple functions**。雖然公園的面積小，但是所有基本的需求都可以覆蓋，例如 **for leisure** 或者做運動。這個 是我對於香港的公園最大的 **impression**。

2. 香港的城市公園缺點是什麼？

答：缺點就是面積太小了，例如在做運動這方面，playgrounds 的數量可以增加多幾個。就像面積比較小的公園只有一至兩個 playgrounds，如果可以增加多點 playgrounds 的數量的話，就可以容納更加多市民去使用公園這個資源。

問：是因為限於香港的面積？

答：對，是面積。

問：以及人口密度較高造成這個問題？

答：對，這個問題。

### 3. 是否有機會改善香港的城市公園？

答：根據我的 observation，如果公園的 stakeholders 或者 managers，他們可以組織一些活動，例如組織一些太極活動，這種活動可以吸引更多的市民到公園參加這些活動，這樣就會有更多的 involvement，這個可以視為一個 boosting 或者一個好的 structure。

問：意思即是由官方或者康文署去做或者 take lead 又或者 organize 這些類似的活動？就像太極運動...

答：或者其他 leisure activities，用公園的一個環境，例如週末的時候就可以吸引更多的市民到公園參加不同的活動，那麼公園的 usage proportion 就可以增加。

問：那麼除此之外還有沒有其他意見？

答：其他意見就像...，例如有些 swimming pools 或者一些 public area 的 charging 就可以降低一點，比較便宜的話就可以有更多人去使用公園的設施。

### 4. 香港的城市公園是否面對著任何威脅？

答：這個方面我覺得主要是 maintenance，例如 for jogging trail 或者 jogging paths，如果是 regularly 的 maintenance，就可以保持設施的 quality。因為我做得比較多研究，就像公園的 fitness area，我發現有些公園的 equipments 損壞以後，長時間都沒有人維修，這可能會阻礙市民的 accessible 到公園去做一些相關的 leisure activity 和 exercise。

問：即是設施損壞了，都只是長時間用警告帶圍住，沒有人去特別處理這些問題？

答：可以這樣說，在我的 observation 下有這些問題。

問：但是你會不會知道...，因為我不清楚你們有沒有跟康文署研究或者溝通，詢問發生這個情況的原因，例如，他們可能缺少 fundings 或者維修工作是外判的，中間可能有很多過程...

答：這方面我沒有跟他們溝通，所以我不清楚，可能有這個可能性，我主要是靠我的 observation。

### 5. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：總括來說我覺得都很好，都是 positive 的。

問：在剛才提及的三個方面中，就如面積大小，可能有機會會擴建，亦有可能因為它周邊的帶子越來越小，第二就是使用狀況，第三是管理，你覺得這三方面，哪樣比較強，哪樣比較弱？



答：我認為管理方面是比較強的，但是公園面積大小這方面，這個很難改變，因為我們要考慮到 **space** 的 **limitation**，在這方面，我們香港是有這方面的 **limitation** 的，所以這方面就比較...

問：所以這方面就比較弱？因為公園的面積大小很難大量地改變，又或者大型地擴建公園...

答：對，主要就是這方面。

問：那麼使用狀況是介乎於這兩個中間？

答：對，兩個中間。

6. 認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果能夠，你會建議如何制定或組織這些指標？如果不能，原因是什麼？你會提出什麼方法？

答：我覺得這個方法十分有用，可以提供一個相對客觀的 **factors** 給公園的 **managers**，可以就著這些 **factors** 去 **evaluate** 公園的使用情況以及好壞。通過這些 **indicators**，可以對公園做一個 **assessment** 還有 **follow-up** 工作，看看後期可以做一個怎樣的 **improvement** 或者 **enhancement**，這個是一個非常好的方法。

問：在你過往的研究或者認知中，你到訪過不同地方的公園，包括剛剛有提及做一些關於德國的研究，你知不知道外國的公園有沒有使用一些指標去幫助他們去管理公園？

答：我現在沒有看到有什麼指標。

問：In general。

答：就我所知，是有的，但是因為我並不是特別了解德國那些公園的 **managers** 具體是用什麼指標。但是從 **academic perspective**，以及我在德國做研究的同事口中得知，他們的確有一些用作 **evaluation** 的指標。

問：即是他們亦都有一些類似的指標？

答：沒錯，他們有使用這個 **approach** 去 **measure**。

問：不過他們這些指標都只是提供給內部的，即是他們內部進行管理工作的時候使用的一些指標或者方式去做 **evaluation**。以你所知，這些資料是不是一般公眾人士會比較難了解清楚？

答：for 一般公眾，應該沒有途徑去了解，因為這些都是 **academic** 以及 **managing level** 的。

問：例如香港，康文署的公園 **managers** 又或者每一個公園的 **managers**，他們每隔一段時間就需要交一些數據給他們的 **senior**。我之前問過康文署的同事，能否告訴我們他們究竟在用一些什麼 **checklist** 或者上交的是一些什麼 **item** 的資料。這些文件是一些比較內部的文件，他們從幾個不同的方面告訴我們，他們是在記錄一些投訴或者 **maintenance** 的次數，是一些簡單的數據。

答：是一些大的 **general** 的 **indicators**。

問：對，不過就像我們剛才提及的。假設，一個市民想去了解這些資料，他只可能從年報中了解，而年報有可能只會顯示公園的整體服務數據，就未必能知道他們在使用哪些 **items** 或者數據又或者指標。

答：對，有這個情況。

問：第六條問題裡面的後半部分，剛剛你提及到利用一些指標可以有效地幫助改善公園的管理。例如現在有一堆指標在問卷上面，大概幾十個，可能最後得出三十個四十個，又或者再少一些的指標，在這些指標當中，如果要你去 **organize** 或者用一些方式去分類，你會提議會什麼方法令到這些指標可以更加有效地運用呢？

答：從 **research** 一個學者的角度，**environment** 本身的 **features** 十分重要，例如公園的 **security**、公園的美觀、**convenience** 以及一些 **for leisuring** 的就像 **scenery** 對於市民來說是否吸引。這些可能就是一些最主要的指標。除此之外，我自己的研究裡面都會有一些例如 **psychological** 的、**personal** 的指標，就例如市民自身想不想到公園做一些 **leisure activity**、家人有沒有給予支持就像 **housewife**，如果她們不用煮飯的話，她們就可以有多些時間去公園休憩，這些都重要。但是比較 **perceived environment** 的 **factors**，這些 **factors** 的 **value** 就比較低。

問：所以換句話說，即是無論是一些客觀上的指標，關於環境上的亦要增加到 **indicators** 裡面，以及主觀上公園 **user** 或者遊人的觀感、心理上的感覺亦都是指標的另一部分。

答：對。

## **Academic S06**

### 1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: One that they exist, and two that they're largely green.

(Interviewer) Okay, so, compare with, you know, other cities or, you know, your experience, these two aspects are the strength of...

Answer: Well, I grow up in London, and Britain has a very extensive park system, and London is a green city. There's also a very high percentage of privately owned green space in London. It's a green environment. Come to Hong Kong and it's a very grey, very built environment, which places special focus on public space. Underneath we may need to get more out of our public space; we don't have very much of it, so that the need for green, the need for some sort of visual relief, as well as recreation, social, cultural aspects of public space. So either side? We have a very small amount of urban park space, so we needed to serve many functions. We need particularly to be green. We're in a very unique condition. I don't think Hong Kong is representative of anything other than Hong Kong. We have the country parks, which provide an alternative recreational venue for urban recreation because they're so close. Many other countries, you know, their country parks are long while away. But here they are very close. We don't make very much use of them for recreational purposes. Less than 1% of the total recreational demand for Hong Kong is actually met by the country parks, given there're 40% of the land of country parks. So looking at public parks in the city, I think it's great that they exist, and I think it's great that, you know, that they're principally green.

### 2. What are the disadvantages of urban parks in Hong Kong?

Answer: They're very functional; they're very utilitarian. They're not very innovative; they're not very landscape-orientated. They're highly manufactured and artificial. I think they have... you know, they all look like they were designed about 60 years ago, and designed very principally for ornamental purposes. And I think they lack, you know, compared to city parts elsewhere in the world that, I think that is quite a lot of things lacking, you know. It seems to me that it's driven very largely by how easy is it to maintain. We have this dreadful expression – it's called 'toilet-tile' architecture. You know, public structures and urban parks, they're covered in these horrible tiles, because it's easy to maintain. All the planters have got a raised edge because it's easy to

maintain. You know, we have very large areas of ornamental planting which are not easy to maintain, but people know how to maintain them. People are constrained to footpaths to stop them doing things. They're highly prescriptive spaces. So people... They don't bare any similarity to parks in London. You know, you have no flexibility of what you are doing in the park, you go there and sit, and then you go home again. They're highly prescriptive. So that would be my... the issues that I would want to tackle. I think the design should... They should be redesigned for far more flexible use. I think... to allow people to do more things, to allow any particular space to serve many different functions. In fact some of our public spaces, spaces for public use, that are not designed tend to be much better as public spaces than the spaces that are designed for public space. So I think the design problems and a lot of matters are driven by ease of maintenance or a lack of knowledge or a lack of ambition to make something better.

(Interviewer) You just mentioned that, you know, the urban parks in Hong Kong are not innovative enough. So can you give some examples or suggestions how that can be more innovative?

Answer: I think in terms of innovation, I would give an example of seating. You know, you go to the park, and they have these sorts of profile chairs, and you have to sit there, and you have to face in this direction. Very difficult to talk to anybody on either side. This seems to be all about controlling people, and about making people do things in particular ways. It's perfectly possible to design these places maybe with benches or other ways of seating that allow people to sit in groups, allow people to change the arrangement of things, to use the space flexibly. So I think in terms of innovation, I would press towards shared use, flexible use, and gradual? Resilience, less dependent on ornamental stuff, more sustainable forms of vegetation. I wonder why many vast spaces have fences around them, where, you know, there's no gain such as fences... I mean... this is... people not really thinking through. So I think another area of innovation, particularly in design, is to really go around and test do we need fences around the space if there's no gains in these fences of people who walk in and out, you know, what does it serve? How would people use it? I don't think we understand what people do in public space. I haven't seen any behavioural surveys. When we do surveys of public space, we say, 'Oh there's a sitting-out area'. So people do sitting; those are children playing... children play. We don't actually go and observe and say, well, what is happening in the sitting-out space? Is it just sitting, or are people doing different things in there? In the play area, you know, there are people on the phones, talking to their friends, playing monocars, running around. There's lots of different activities, but we don't observe that. We tend to be driven very much by the labels that we put on the drawings? As a way of, okay, play areas – so that's what people are doing. No, people are doing some very strange things...

(Interviewer) Very interesting things.

Answer: Ya.

(Interviewer) Different from the European parks – urban parks, city parks there – because they have a large piece of open space and people can do everything...

Answer: No, no... That's the difference between 1970s thinking and 2010/15 thinking. It's perfectly possible in Hong Kong. It's just we... we haven't had any innovation in park design since 1990. And people are not responding to... or the design is not responding to what people are doing. Even if you are doing a small pocket park, especially doing a small pocket park, then you really need to observe. You need to understand behavioural patterns, but we don't.

3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: It goes very much with what I've said. I think there needs to be a rethinking of what the urban park is. We have a very narrow view, that it is about recreational activity, or it's about prettiness or greenness. And I think they could be comprehensively rethought, you know, along the lines of, you know, what people are actually doing in these parks. I would certainly urge government, the managers, the designers, to go and look at what people are doing outside the parks. Example I would give is the entrance space to the North Point Ferry Pier, which is just basically a concrete triangle. I don't know if you know it at all, but you come off the ferry, you cross... nobody has designed this at all; it's just concrete. But if you go and sit out there from about five o'clock in the morning through the midday, you'll see 10 or 12 distinct groups using the space very actively. Whether it's the newspaper folders or the Taichi guys, the joggers, the fishers, the vendors. Everybody is using the space. And they're negotiated, you know, it works. Nobody has designed it, there's no architect, landscape architects, been anywhere near it, but it works. I think we need to be spending time looking at that and saying, 'why these people all here doing this and not in the park?'. We need to rethink our parks. Our parks are quite old – physically they are old; they're... mentally they are a lot older. I think they could be redesigned. I think you could design both physically changing it, and also changing the management of it. The fact that we can't walk on the grass is ridiculous. The fact that we've feted through full of hundreds of shrubs that we have to replace every three years... I mean it's just old thinking. So there're many many things I think we can...

(Interviewer) There are some new parks that are happening, like the Sun Yat-Sen Memorial Park. Do you think these new parks are better?

Answer: They're certainly better. And they certainly offer a lot more opportunity that you can see in the management of the Sun Yat-Sen Park. We're reverting to tire pants sort of keep off the grass, sit on the bench, don't sit on this planter, or... Of the new parks, I think Commemorate Park is quite good, Aldrich Bay Park, break some of the rules. There are certainly people in the design world who are trying to make things happen. I don't think it's from a lack of knowledge. I think it's simply the way that we maintain it, the way we manage it, says okay, what's the least I can do? How can I make this least cost to my effort?

4. Is there any threat in urban parks in Hong Kong?

(Interviewer) I see. So, my question four is about threats. I mean if everything keep unchanged in terms of, you know, management mindset, that kind of thing, what next would you think... is there anything, or problematic things that might happen in the urban parks?

Answer: Problematic... I wonder about the nature of the urban park and, you know, our rising population. We're already very crowded. And that leads us down certain design routes. So we want a lot of paving because there're a lot of people. As population goes up, I think there's a push towards having more paving, more park services, less contact with nature. I don't see any real threats about being in parks or anything. But the rising population and of course, with that, the threat of development, and we've seen in Victoria Park that we need a new road to go through the park – do we need this new road? I don't know, but it's taken out of its way of the park. The parks are difficult to argue for. It's a soft target. You know, roads are essential infrastructure, sewage public station are essential infrastructure... If you look at our waterfront, look at the Wan Chai Causeway Bay waterfront, that should be a park, but it's not; it's a series of pumping stations and service structures. Simply because they're easier to argue for than more public space.

5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: No.

(Interviewer) All of them?

Answer: All of them on any count.

(Interviewer) What's the underlying reason or what's the...

Answer: Previous question: There are threats in terms of the physical area. And with the rise in population, rise of activity, the noise, the pollution – all of these things are adding stress onto the park system. Becoming more crowded, becoming less useful. And the public good that is invested? in the park is being stretched further and further. In terms of management, we're not doing anything different than we're doing in the 1970s. We're not innovating, we're not finding new ways of managing parks or creating our experience. I think they will... The parks will go into slow decline. I think they are in slow decline. We're not actively managing them. And of course the planting is in no way sustainable. You know, it's highly artificial, and that's one thing that they could change very quickly and reduce a lot of cost, you know, for instance.

6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: That would take a bit of thought. I think indicators are good. I think it's a good way to have the discussion, and to really be able to raise some of these issues. One of the difficulties is when you have the discussion, or discussing with people who may not have the technical knowledge, or may have very trenching? views, this is the way we've always done it and I'm not gonna do it any different so this is very interesting but thank you very much we don't want. So as a way of having that discussion, indicators are quite good. If we think of landscape in performative terms, that is gonna service... provide some service, whether that is visual, greening, or ornamental, whether it's ecological, recreational, social, cultural – different ways that we could evaluate landscape, the performance of landscape. And even once you've got all of those, how you put those together in combination? What is the weighting between these things? It's a useful thing to have performance indicators. The trouble is: performance indicators require a lot of thought, and people tend to go for the easy, money-based ones. How much does it cost? How much does the recurrent cost? You know, how many security guards? How many gardeners do I need? How many gardeners do I need is not a very good indicator, for instance, I always want more gardeners. You know, how much an indicator... One of the difficulties of indicators is it depend who you ask. Things like what does it look like or what's its ecological value are much harder to quantify. And we tend to end up in very simplistic good-and-bad binary systems, or, you know, sort of 'good', 'very good'... I mean... it's the... the point-scale is not sophisticated enough when that things compare to sort of a sophisticated money, economic system. So you need to really work very hard on your performance indicators. Both individually, and you talked about categorization of those. And I gave you six: finance, economics, and another one, participation, how many people use it. But even if you take that one, for instance, you know, behavioural aspects, we don't really have a lot of data on that, and people tend to simplify data. What do people do in country parks? And they don't know, because the only data that they can really gather is head-count data at the exit. So once a month they go up and sample, count a number, and that's it. That's the only data they have. But then where these people do, they don't know what they do, until we tend to be led by the data in some of these performance indicators. So with the indicator you have to look at the mechanics, the logistics of gathering that data. As I say, I think we need a lot more information on behaviour – what people are doing, what time of the day they are doing it, you know, whether it's individually, grouped. So that's a set of indicators in there that would take care, would be worthy of the entire study. But you've got all these other ones, you

know, whether it's ecological, whether it's aesthetic, whether it's social, you know, social aspects of parks, it's different from the recreational aspects of parks. I mean there're many that you could have, and people have always found it very challenging to come up with a set of matrix for parks. I would caution you that they get very easily manipulated, because people want to achieve a certain result, you know. The fact that a lot of people go to this park does not make it a good park. It may just be that it's the only park and they have no choice. So you have to look at the whole system rather than the individual park. But people are like, ten thousand people came to my park, so they must've enjoyed. It may be that they just enjoyed looking a bit more than they enjoyed standing in the middle of the street.

(Interviewer) How about the problem of the availability of different options for them to go?

Answer: So you've got a big challenge. But these are all, you know, useful things that have been tried in the past. But I think you need to be quite circumspect about any of the answers you get out of them.

(Interviewer) That's why we intended to, you know, at least mobilise the mindset of the management from the government; at least push them to think about that kind of innovation or change in the management. My final question is about, you know, do you know anyone that you consider appropriate for this interview or for completing a questionnaire for this study?

Answer: Well you've spoken to Gavin, I think, Gavin Coates, and he's my colleague. Obviously we all deal with parks and gardens. It may be that one of my colleagues, Scott Melbourne – he's got a lot of experience in America or Dorothy Town?, the broken bridge park in New York – might be able to give you alternative perspectives on that. I'm sure you've talked to the public urban space guys, and Civic Exchange might have something to say about parks, particularly in relation to the difference between the use of the street and the use of the park. So... Simon has just let Civic Exchange but I think there're other people there. And... there are practitioners, the landscape architects – I don't know who you are speaking to in private practice...

Answer: When we think about the different indicators, one of your challenges is data, the size of the data, how do you capture this data. And I think the future the parks, the park management, a lot of that would depend on how well we can apply sort of monitoring systems and recording system, automatic trackers and things, to get ourselves better data. At the moment our data sources are some of the clipboards standing, they're going 'one, two, three', which is useless. We now have systems where we could monitor how much activities happening we're in the park. You know, through GPS tracking, or motion sensors, you know, competition tracking systems... The sooner that we get some of that involved, the sooner that we get better data, the easier it is to construct an argument for changing the current system. For the moment it's all based on personal observation, which we know is pretty unreliable. And you're from Resource Management, you know about big data, capturing big data. I think if you could blend in somewhere into your study the idea that, you know, monitoring data is super important to tell what is going on, I think that might be one of the steps to getting a better result.

## **Academic S07**

1. 香港的城市公園主要優勢和最突出優勢是什麼？

答：你所說的優勢是指跟外國比較？還是單看香港？

問：兩者都可以講，如果你認為。

答：如果你只跟外國比較的話，優勢就不太多，唯一的就最近，行落街就有了。如果是外國的公園的話有好多種，有一些是 *neighbourhood* 的，其實那些都很近，香港當然都有，但是香港的是差不多全部公園都是這樣的。所以如果你是說 *location* 的話，（香港）就比

較方便大家（使用）。如果撇除 **location** 的話，其實有時就真的不太多，因為如果是說花草樹木的話不比他人的多，草地很多時候又不給人在上面睡覺和行走。所以說香港的公園問題比優勢多。優勢的話就只有 **location**。

問：那如果只看香港的市區公園，你認為在整體上香港現在有什麼地方是做的比較好？

答：如果只看香港的話，香港公園的設施都不少。設施的話，其實不是每一區的人都有大需求，有些人只想整個公園有花草樹木，但是你會發現香港公園永遠都是設施為先，有時候公園可能寧願讓多一些人能在公園裡進行活動也不給他們可以在一個很大的草地上面行走。所以我相信設施方面上是足夠的，尤其是新落成的公園。其他好的地方就沒有了。

## 2. 香港的城市公園缺點是什麼？

問：那如果從相反的角度來看，你覺得香港無論是對比外國或者是自己本身，香港的 **urban parks** 有沒有缺點呢？

答：缺點也頗多，正如我剛才所說，第一方面是管理。香港公園在管理上限制了人們去所謂的親近大自然，你回看到那些草地永遠都不給使用者在上面行走，外國在這一方面是十分鼓勵。就算 **size** 這一方面是 **depends on culture**，可能在外國或者是 **international** 來看，香港公園太小，但是有時候並不是每一個地區都要求一個很大的公園，大的公園也不代表可以有足夠時間逛完。在香港如果你要跟 **international** 的 **standard** 比的話，小就是一個問題。但如果只從香港的角度來看，除非是太小，正常的一個公園也足夠使用。另外，大的公園有時候會有人有 **concern**，就是公園太大，在晚上的時候有部分公園太少人使用，變成有些人可能進入公園會有驚的問題，但這個問題不只是香港獨有的。始終這一些問題都跟公園管理，土地以及人們的 **preference** 有關，所以這個都是一個值得考慮去改進的空間。

## 3. 是否有機會改善香港的城市公園？

問：你剛才提到改進，如果你可以或者想向 **LCSO** 提議他們無論在管理，設施，或者是從公園整體上去進行改善，你覺得香港的公園有什麼可以改善的機會，或者有什麼其他可以做得更好的地方，例如追求一些外國的 **standard**？

答：這一個又回到第二個問題。如果你想要高質素的話，**somehow** 你需要更多土地，有時候他們會跟發展爭用土地，變成公園有時候只限制在一個很小的 **area** 裡面。地方小，裡面所種的樹也不能太多太高，限制了公園的 **landscape**，所以換個意思就是如果要改進就先得取得更多土地，可是在香港來說，拿土地來建造公園永遠都不符合經濟效益，所以土地的問題比較難解決。之前政府嘗試讓一些私人屋苑建造公園，然後給公眾人士進入，但是在實行之後又發現不太 **work**。你看到市民永遠不知道如果進入公園，進入後也比裡面的管理人員趕走，所以這個問題好像是未解決，我相信暫時沒有方法解決土地問題。其他問題例如管理方面是可以解決，例如剛才我提到草地不給人在上面行走的問題。其實這個問題只是康文署懶散，給公眾在草地上走當然是多了維修次數，以及成本也比較高。如果康文署願意花時間和金錢去做，其實沒有問題。他們大可以開放，只不過要在管理上多花一點時間。除了草地問題以外，其他的問題例如香港的公園有很多活動，很多公園都不給動物寵物進入，或者進入後有很多限制。同樣地，其他活動例如大媽跳廣場舞之類。地方太小，有時候管理人員可能有 **concern**，這可以從管理角度上解決，但 **so far** 也還沒有解決，但是可以再著手改進。另外一些比較難解決的問題，例如剛才所說，油尖旺區有不同人士使用公園設施，不同用家都會有不同 **concern**，那就變成不單是管理上的問題了，因

為管理人員不可能趕他們走，換個角度來看他們也不可能趕走另外一 group 人走，所以這個就比較難解決，唯一方法就是建造更多公園，讓使用人士分散一些。另外在油尖旺地區的公園，你看到它們較為不乾淨，這都是跟管理有關。因為後果就是有一些露宿者或其他使用者的衛生意識不太好，令公園的衛生不好，長期來說會造成衛生問題。管理角度上是可以解決，不過都是錢跟時間的問題。如果是新的公園，so far 其實我看上來都不錯，我發現不到有太大的問題，例如是天水圍和青衣那些很大的公園，其他所謂的整個 city town 的公園 so far 從我自己的角度來看也尚算滿意。撇除不開放給人在草地那些管理問題，土地問題很難解決，我覺得如果真是要去解決的話就要先著手於管理方面會比較好。

4. 香港的城市公園是否面對著任何威脅？

答：Somehow 我覺得管理方面也不是太差，使用人士通常都是投訴公園太小，這一些都不是管理上面可以完全解決得到。所以也未至於會變得越來越差。如果是說公眾公園，或私人物業管理公司管理的公園的話，其實他們不是管理差，而是他們不給人們進入，和諸多阻撓，這一些問題就會變得越來越差。

5. 你認為香港的城市公園在佔地面積、使用狀況、管理方面是否可持續？為什麼？

答：沒有說不能夠的，我覺得整體來說都是在進步中，未至於是退步，或者是我看的不夠仔細，所以我沒有看到有一些好明顯的退步，So far 都是正在 improve 中。有時候有一些舊公園在 design 方面上的問題，他們也持續翻新，也有開新的公園。所以我不覺得是持續不到下去，so far 我不覺得有很大的問題。

問：即是說暫時沒有太大的改善空間？

答：如果你是說持續不到或者是解決不到的問題就永遠都是土地問題，如果是說土地或者是公園本身自己的空間不足夠或者位置好不好，如果是這一些的問題就會越來越大，這特別在市區公園中看出來。

6. 認為使用指標或指標集，能夠改善香港的城市公園管理嗎？如果能夠，你會建議如何制定或組織這些指標？如果不能，原因是什麼？你會提出什麼方法？

答：Indicators 有什麼例子呢？你覺得？

問：其實當中主要有分開 3 種不同的類別，例如可能是有一些在政策和管理的的手法上直接有關的 items，例如會 check 多少次 contractors 的 service quality 或者是有多少次和多少錢投放在公園的 maintainance 和管理等等。第二方面可能是跟人有關的 indicators，例如一些 park users 的 complain 和對某一些 aspect 的滿意程度。還有一些就是 physical，跟環境或者是 air quality 和 noise level 有關的指標。這裡有各種指標，可能你覺得上面的分類未必是最有效的，那你會不會提議一些更好的方式去幫助他們分類呢？

答：那要看一看有什麼 indicators 或者其他 alternatives 給我選擇才可以答你這個問題。In general，其實有 indicators 比沒有好，最重要是他們真是有然後去 enforce 這一些 indicators，而不是 set 了出來之後但是根本不做，所以有做就當然是好事。至於那一 set indicators，正如你所說有很多不同的，有一些是 visible，有一些 invisible，有一些重要，有一些不重要。如果真是要另外一些 indicators 其實你已經 list 了大部分出來，我要看看才知道有什麼 miss 了或者是我覺得需要 strengthen，不過我現在比較難去答你這個問題。

## **Academic S08**



1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: Here you're talking about the overall strength, the urban park definition... I think the city does have well-maintained, relatively high quality, depends on where the parks are, and convenient, accessible system of open spaces and recreation facilities. And that system is also supplemented by county parks, by others who have the natural features, landscape that the city's uniquely situated in. So that's the overall picture compared with the rest of Asia, with the surrounding areas. Hong Kong does... I think it really deal with the city's economic prosperity and status as a financial hub, as the economic centre of the rich.

2. What are the disadvantages of urban parks in Hong Kong?

Answer: The weakness is: in many... I think maybe as a growing part of Hong Kong, because the density, the pressure of development, and the sheer density of people living there, still there is a lack in both quantity, and sometimes quality, of those park. I'm just simply comparing Hong Kong to its equivalent, such as Singapore, such as Western cities in Europe, in America, and many other sort of emerging, really rapidly emerging cities in the developing world. So there are, I think, majorities of Hong Kong do face that. In terms of quantity, the absolute quota – maybe some of you have done that – that's the per capita square meter I think... It's not a great number compared with New York, London, Shanghai, or many of the places that much more of the open space per capita. On the other hand is the distribution of those places, and you see it's an old part of the town, higher density, and those are sort of not that accessible, convenient, for its intended users. The example can be: for different age groups, different user profiles, and there may still have very specific leads. In the same time, sort of high quality spaces, urban space – sometimes these two have a vague, multi-purpose of its function, of definition. And sometimes it can be rare in Hong Kong's landscapes, sometimes... One example I could raise is... well myself not have been in Hong Kong, not that long, so that would be four years, I lived near my university where is the Sai Ying Pun or Western District of the Hong Kong Island, and right now I have changed to? the Kowloon side. Comparing these two neighbourhoods, we can see the absolute quantity, the density, and sort of accessibility level, walkability level of, and access to the open spaces and cultural facilities. Another aspect is the way that the parks and open spaces are managed. I think that's the pertinent to your research. I think that is a great great topic that the government actually can sort of keeping the management up-to-date. I think that is good, I think you're doing a good job. Comparing to sort of the quality of open spaces in, sort of landscapes, in Europe, in America, maybe in other places, there's still a great deal can do in Hong Kong's management, design, planning of these parks.

3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: I would say from a practical perspective, maybe there are two things that worth looking at. The first is to expand the notion of urban parks to the rest of this public realm – the public realm which means maybe the streetscape, the road, many of these spaces actually reserved for infrastructure, for utilities, transformers, for instance for pumping stations, for other places. Perhaps making use of those spaces that still owned by the public. But improving for the interface between the physical environment and pedestrians and users, streetscape in particular, because that's probably the bock? of the public realm. How do I reconcile the relationship between pedestrians and vehicles, and that's something I think we can borrow from vast cities. London has done with 10 years ago – changing the driving rule, sort of the responsibility, accident in a way. How do we deal with the pedestrian crossing? Who should have the priority? Many of these issues, I think, that can be looked at this on streetscape. The other aspect: perhaps looking at the existing inventory, the stocks of open spaces and park. I think there's a lot of things maybe can be

done, in terms of design, in terms of its management. The lots of rules actually made decades ago. Actually was... at that time was Hong Kong a quite different city compared with right now. But whether we still sort of sticking with many of the old laws, actually was probably inherited from the colonial times, and how do we actually move forward. What really matching? is the current demographics, current needs of its population. There are some sort of way of design spaces that make it more lively, well-attended, well-used. At the same time we don't have enough of that. Well it's difficult to have, difficult to argue how much is enough. But at the same time if we can make the best use of existing open spaces, parks systems, greeneries, make them well-intended and do its best service to the population – I think that would be a great topic...

(Interviewer) Some people commented that, you know, there are too... Like you also mentioned about there are too many rules, or too many, you know, restrictions of different types of using the urban parks in Hong Kong. When we compare some other so-called city park or public parks in Europe, we seldom see too many of these restrictions. You know, they have large piece of open spaces for people to do different types of things on the grass or that kind of thing. But in Hong Kong, do you think this type of management or approach of providing open space is workable, or is not in... What's your opinion about this?

Answer: This is a very good point. I think I would like to offer two sides of argument. We have really careful sort of balancing these two aspects. First, yes, the colleague you mentioned made this point. The contrast is very obvious. You go to most of the parks in European cities. You see, well, they just sort of encouraging people do a lot of things – ride the bike, you just go ahead and have fun, kids can do whatever/ most of the things they would like to do. Or whether in Hong Kong you typically have a sign that says no dog, no bikes, no roller-skater, you know, many of the things. So that's sort of the... it's the contract. I think to a certain extent that indeed limits the amount of vitality that we absurd? in the parks. So most of the time you see this all elderly hanging out in the park, just sitting there, but you don't see many young people, you don't see many of this diversity of the urban life that is so important to the quality of cities these days, which actually make it fun, make it dragging. And this is the dimension I think Hong Kong can catch up. But on the other side, also I'd like to... never mind, I think natural light is even better. On the other side, the society, the cultural issues in Hong Kong actually makes it sort of difficult to borrow the management systems directly from the West. Density being one way, possibly cultural, the behavioural patterns of the mostly Chinese population I would say differs a lot from the West. And simply the notion of urban park is just some... it's an alien concept borrowed from Western countries, not something that grown out of our own culture. That's... just on that notion I understood there's a lot of a pragmatic concern in the current management of this. How do we kind of make sure if you behave in order, not to damage, make sure there's no vandalism, make sure the neighbour don't complain, make sure this is acceptable. But again as I said earlier, many of these rules actually made decades ago, and that time when the demographics and social-economic conditions differ a lot from Hong Kong in the current status. And so there might be rules that actually, maybe the officials actually go through those policies and regulation and perhaps there's something can be relaxed. And maybe there's some other aspect of the regulation that was overlooked. And I think it's about time, really it's a timely and urgent matter for the management of parks.

4. Is there any threat in urban parks in Hong Kong?

Answer: I think yes for sure, because as a city, Hong Kong we can only move forward. We cannot afford to move backward, or we cannot even afford to simply stay in its status quo. It's almost more than two decades since they handover. I think the city, sort of the... in many ways has improved a lot. But probably not a lot compared with some other neighbours we're talking about, Singapore for instance, Shenzhen for instance, Shanghai, other cities. And they are really

potential competitors in terms of economic activities, in terms of human capital, in terms of creativity, many of that things. So we do live in a very competitive neighbourhood. And those quality that you mentioned in the survey, in your research, actually these are essential to maintain the competitiveness of cities in the knowledge economy. I think the fundamental attractions for talents want to move to Hong Kong – it's just because this is a land that provides opportunity and also a great quality of life. And that's most of this... kind of the secret recipe of the successful city in the knowledge economy worldwide. We can list those in just... it's not many of them, it's just a handful of them... we can look at the... And so for Hong Kong to improve the park systems and open spaces and the quality – it's actually a big... it'll be a big benefit for the residents, for the city's economic competitiveness.

5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: So your question is asking whether the parks are sustainable?

(Interviewer) Ya.

Answer: If it is, or is not, which part is sustainable and which part is not? Well, first of all, I think sustainability actually is a great great topic. It's very important. But if we... we all realise that it's actually very complicated. How do we measure it, how do we define it... And sometimes we have... we're all very individual preferences or preconceptions on the notion of sustainability. We cannot talk about the sustainability of Hong Kong's park system without talking about the rest, which means the high density urban environment, its very efficient public transit system, housing system, for instance, and its economy. I think overall the system for Hong Kong – it is very efficient and in terms of sustainability, if we just look at the resource sustainability, it's actually very very sustainable in terms of the energy consumption per capital, for instance. The resource footprints per person. Compared with economies of the same economic development level, we're much better than cities in North America, perhaps in Europe. And I think overall this is doing a good service to the environment. But if we look at sustainability at other dimensions, in particular the social sustainability, and then Hong Kong is probably not that glamour because we do have a significant gap between the haves and have-nots. And we also have this, well, identity crisis at the moment. In many ways that might actually lend itself to uncertainties in the future. So that translates into sort of the location and accessibility of the open systems. Maybe in well-to-do neighbourhoods it's not a big problem. People who live in D-Bay (Discovery Bay) have a blessing of a lot of open spaces and nature. But people living in other crowded areas and public housing estates and other places, they are not as fortunate. And that will lend itself actually more trouble in the future if we don't pay attention to this. So that's my overall comments on sustainability if that...

(Interviewer) Okay. You mentioned about social sustainability. Sometimes we came across some literature or some scholars mentioning about, you know, in some cities, the provision of green spaces or open spaces to the public sometimes will actually discriminate certain groups of people in the city, like if urban parks can actually stimulate the property price of the surrounding. Or in Hong Kong, sometimes we see some privatised areas of so-called... actually it's a public, but it's being privatised, or it's enclosed, not accessible, easy accessible to the public. Do you think this one is a problem of, you know, provision of parks or open space in Hong Kong?

Answer: If I understand right, you're asking the private provision of private open spaces in supplement to the public parks. Yes, I do see this is actually... It is a crisis that can be turned into opportunity at the moment. First of all, I... well, I think I don't 100% agree with the privatisation of those open spaces. Simply the fence and the regulations was not only sort of creating, or

weakening the accessibility or walkability just around the neighbourhoods, because it has some walls, some kind of security things. On the other hand, it may exacerbate kind of the segments, division between social classes, and that already sort of over troubles at the moment. So in terms of good design and planning practice, we would like to increase the accessibility for all, within the urban park system. But the opportunity aspect I mentioned, that actually dwells on the finance and management aspect of these parks. We can have the private element, partners actually, and brought into the picture. So that actually... there are many kinds of successful cases in Hong Kong, but I think on the level of... perhaps they can be expanded for the future. And many of these privately owned, privately maintained spaces, perhaps through some negotiation with the public sector, they can open their gates, allow them to be more inclusive, and serve the greater neighbourhood, and also actually foster sort of the integration between social classes right now. Otherwise if you really have poor people and rich people living in their own neighbourhoods and just divided by walls, in the long run, really it's... all the experience will tell you this is detrimental to the city's prospect in the long run.

6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: Well, frankly I think indicators are... It's a very popular concept and it's been used in many many design, engineering, planning projects. But we have to be very careful in terms of complication, in terms of the design of those indicators. It can be easily turning to another exercise but deviate from its essence, because the park system is highly, I think, kind of diverse in its location, in its nature, in its usage, and its kind of geographic surroundings, and contextual surroundings. An indicator, by its nature, sometimes we will tend to sort of have a uniform criterion, whether it will be city-wide or region-wide, even sometimes country-wide. And sometimes these will risk kind of a overlooking the subtlety. The people who live in there should have a strong say of what the space... how do we design or manage the spaces. We should also respect the individual differences and the difference between communities. And also these are gonna involve the communities and nowhere stays the same. People move in and move out, and these places also change. I think the indicator might help. Perhaps was the planning and design stage, sort of performance criteria, we can have a... other kind of a restriction criteria will held the consultant responsible, will held the contractors responsible. But in the long run, I think we have to be sort of careful about the sensitivity of the differences. Sometimes it's difficult to standardise sustainability. Now we say green buildings or local, or anything green cities should be local, because we're in different climate, we're in different culture, different lifestyles. And sometimes if we're too ambitious in its way of design something as overarching, and then we tend to overlook those subtleties which where really the devils are.

(Interviewer) Okay. Ya, thank you. Well, actually I also know that the LCSD they have some kind of monthly return, that kind of thing, but they just take that as a kind of record, like, you know, how many checks of those facilities or number of complains. But I hope this project can, you know, push them a little bit to think about proactively using that kind of items, or pick up some useful items, so that they can improve their management.

Answer: You mentioned that LCSD does... Do they have a number that just like how many people using this space and that space? Do they keep track?

## **Academic S09**

1. What are the major and salient advantages of urban parks in Hong Kong?

Answer: Intensity of use, demand.

2. What are the disadvantages of urban parks in Hong Kong?

Answer: Over regulated, lack of diversity, lack of different activities.

3. Is there any opportunity for urban parks in Hong Kong to be improved?

Answer: As above, consideration of larger parks is very poor, this is a planning opportunity.

4. Is there any threat in urban parks in Hong Kong?

Answer: Over development means parks get a hard life in HK, should be integrated into Statutory urban planning processes and policies.

5. Do you think the urban parks in Hong Kong are sustainable in terms of land area, usage and management? Why or why not?

Answer: Further increase in densities of existing land use may affect urban park use.

6. Do you think the use of indicators or indicator set can improve the urban park management in Hong Kong? If so, how would you suggest framing or organizing the indicators or indicator set for urban park management in Hong Kong? If not, what is the reason and what would you propose?

Answer: Indicator set needs to be adaptable to changing uses, patterns, values (ecology, sustainability), activities and demands, not so rule bound.

### Appendix 3: List of interviewees (park managers and academics)

<b>Stage 1 – LCSD urban park managers/officers</b>			
<b>No.</b>	<b>Code</b>	<b>Name and affiliation/post</b>	<b>Consent on identity disclosure</b>
1.	M101	N/A	N
2.	M102	N/A	N
3.	M103	N/A	N
4.	M104	N/A	N
5.	M105	N/A	N
6.	M106	N/A	N
7.	M107	N/A	N
8.	M108	N/A	N
9.	M109	N/A	N
10.	M110	N/A	N
11.	M111	N/A	N
12.	M112	N/A	N
13.	M113	Dennis Yeung; Manager (Tai Po Waterfront Park)	Y
14.	M114	N/A	N
15.	M115	N/A	N
16.	M116	N/A	N
17.	M117	Kate Li; Assistant District Leisure Manager (Kwai Tsing) 3	Y
18.	M118	N/A	N
19.	M119	N/A	N
20.	M120	N/A	N
<b>Stage 1 – Academics</b>			
<b>No.</b>	<b>Code</b>	<b>Name and affiliation/post</b>	<b>Consent on identity disclosure</b>
1.	S01	Gavin Coates; Division of Landscape Architecture, The University of Hong Kong	Y
2.	S02	Lewis Cheung; Department of Social Sciences, The Education University of Hong Kong	Y
3.	S03	Kenneth Wong; Department of Geography, The Hong Kong Baptist University	Y
4.	S04	Francesco Rossini; School of Architecture, The Chinese University of Hong Kong	Y
5.	S05	Yanping Duan; Department of Physical Education, The Hong Kong Baptist University	Y
6.	S06	Matthew Pryor; Division of Landscape Architecture, The University of Hong Kong	Y
7.	S07	N/A	N

8.	S08	Jianxiang Huang; Department of Urban Planning and Design, The University of Hong Kong	Y
9.	S09	N/A	N
<b>Stage 4 – LCSD urban park managers/officers</b>			
<b>No.</b>	<b>Code</b>	<b>Name and affiliation/post</b>	<b>Consent on identity disclosure</b>
1.	M401	N/A	N
2.	M402	N/A	N
3.	M403	N/A	N
4.	M404	N/A	N
5.	M405	N/A	N
6.	M406	N/A	N
7.	M407	N/A	N
8.	M408	N/A	N

**-This is the end of the report-**