



Central Oasis 城中綠洲

**REQUEST FOR INFORMATION FOR
REVITALIZATION OF CENTRAL MARKET
CENTRAL DISTRICT, HONG KONG SAR**



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1. PURPOSE

- 1.1** This document is a Request for Information (RFI) on Urban Renewal Authority (URA)'s proposed revitalization of Central Market at Central District of Hong Kong Special Administrative Region (Hong Kong SAR), under the concept of Central Oasis to serve the public community at large (currently known as the "Central Oasis" Project).
- 1.2** This document is intended to be issued on a without prejudice basis, to the business sector, and the information collected from the respondents would assist URA in:
- (i) the compilation of the list of potential parties for future invitation for Expression of Interest (EOI), and;
 - (ii) the incorporation of the relevant ideas and comments from business sector on the formulation of business structure and relevant design consideration for the future operation of Central Oasis.

2. PROJECT BACKGROUND

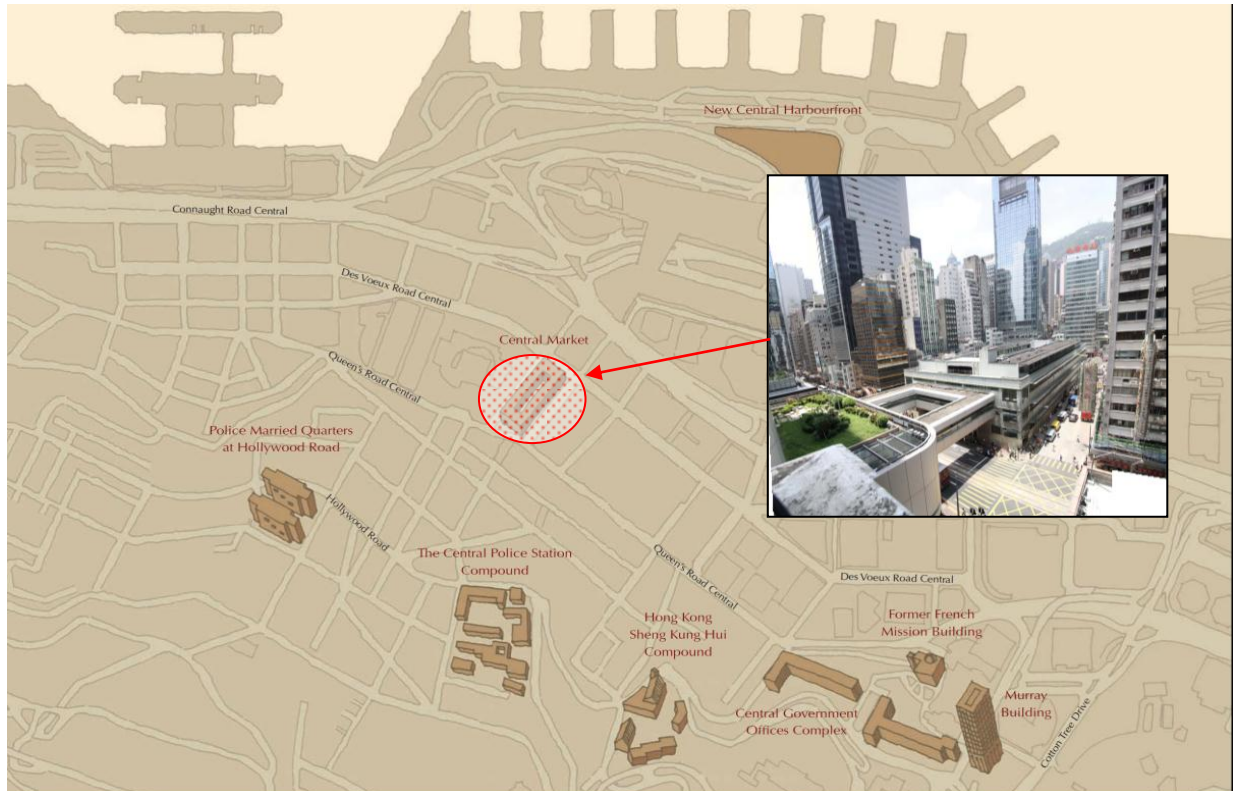
2.1 Location and Environment

- 2.1.1** The Central Oasis Project (the Project) entails the revitalization of the existing 4-storey Central Market built in 1939. The Central Market building stands on a 43,000 ft² site bounded by four vehicular streets – Des Voeux Road Central, Queen Victoria Street, Queen's Road Central and Jubilee Street.



Site Plan (as at January 2012)

2.1.2 Central Market is situated in Central District, the core business district of Hong Kong SAR. Its surrounding area is commercial in nature predominated by commercial / office buildings, including a large number of street-level shops.



Source from Development Bureau, Hong Kong SAR

Location Plan

2.2 Planning History

2.2.1 With the conclusion of extensive public engagement programmes in 2010-2011 initiated by Central Oasis Community Advisory Committee (COCAC) under URA, it is currently planned to adapt the 73-year-old Central Market building into a retail-cum-leisure building, with the addition of (i) a new basement floor, (ii) one to two new floors over the upper floor of the existing building and (iii) a generous provision of public leisure areas (with a minimum provision of about 10,800 ft² of public open space on rooftop of the additional new floors), which are collectively to form the future Central Oasis.

2.2.2 Pending detailed design, the overall building adaptation works by the URA will potentially result in a total floor area of about 235,000 ft², subject to the statutory approval of the Town Planning Board (TPB) for a forthcoming Section 16 Planning Application by the URA.

2.3 History of the Site

2.3.1 The area where the market is located was a market place for the early century. Thereafter, the property had gone through the era of demolitions and re-buildings in 1842, 1857, 1895 and 1939. The latest one built on the existing site is the fourth generation. It can be interpreted as one of the examples of the Streamline Moderne architecture. The building is also characterized by its slim horizontal lines and functionalism. In March 2003, the Central Market ceased to operate and since then was left vacant.

2.3.2 Central Market is a Grade III historical building. It was once zoned for “Other Specified Use (Bus Terminus, Open Space and Commercial Development) use and intended for sale for redevelopment. However, in 2009, the Hong Kong SAR Government decided to remove this site from the land sales list and included it in a plan of Conserving Central. Unlike the other seven sites to be conserved, Central Market is conserved not so much for its heritage value, but for keeping an important breathing space for the dense CBD and for creating a public space for community to enjoy and hanging about. The Government has commissioned the URA to rehabilitate and to revitalize the Central Market building into a Central Oasis.



2.4 Proposed Lease to URA by HKSAR Government

2.4.1 The Central Market is currently owned and managed by the Hong Kong SAR Government. It is intended that the URA will be granted a long tenancy (initially for a long tenure such as 15 years) by the Hong Kong SAR Government for the entire site containing existing building for implementation of the Central Oasis Project.

2.4.2 Instead of planning and managing the whole project by the URA solely, the current thinking is to bring in the retailing and facility management expertise of the business sector to collaborate with URA to revitalize the building. Hence, the URA would like to invite interested parties to contribute to this meaningful venture in the years ahead.

2.5 Section 16 Planning Approval

2.5.1 AGC Design Limited (AGC) is the lead architectural consultant and conservation consultant of the Central Oasis Project appointed by the URA, which is assisted by a full team of specialist consultants:

- Arata Isozaki (architectural design expert)
- WASA / Studio A (architectural design expert on creative adaptive reuse of RC building)
- Ove Arup & Partners HK (geotechnical and structural engineering)
- AECOM Asia (building services engineering & environmental engineering)
- AGC (conservation architect)
- Earthasia (landscape architect)
- Llewelyn Davies Hong Kong (urban planning),

2.5.2 The design team will undertake the final design of Central Oasis for the submission of a Section 16 Application to the Town Planning Board for obtaining statutory planning permission, as well as subsequently the detailed design for building adaptation works. The design team will also interact with the Main Operator of the Project appointed by the URA to develop a feasible layout for enriching future operational needs.

3. PRELIMINARY AREA SCHEDULE

3.1 It is envisaged that the project, after the revitalisation works, will potentially comprise an approximate total floor area of 235,000 ft² of which 16% area are uncovered areas subject to the Section 16 Planning Approval. The current vision is that the renovation design shall not be overly commercialized but fostering a robust combination of uses for greenery, leisure, cultural, retail, catering facilities and public space. A preliminary area schedule for the mixed uses would be as below:

Proposed area schedule of main uses ^(Note 1)	Approximate Floor Area
<i>Cultural Use Area</i>	24,000 ft ²
<i>Retail & F/B Area</i>	55,000 ft ² ^(Note 2)
<i>Recreational and Leisure Use Area</i>	24,000 ft ² ^(Note 2)
<i>Public Open Space (POS)</i>	74,000 ft ² ^(Note 2)
<i>Ancillary Use Area</i>	58,000 ft ²
Total Floor Area:	235,000 ft²

Note: (1) The main uses and their area allocation are subject to change while design is still in progress.

(2) Floor areas include uncovered floor space which will in total account for about 16% of the total floor area.

3.2 Please refer to **Appendix B** for the schematic floor plans of the Central Oasis project.

3.3 Purposes of Proposed Main Uses:

3.3.1 Instead of having discrete demarcation of areas for specific uses, there should be ample opportunities to encourage cross-overs of concepts and to promote local culture, e.g. public spaces could be for cultural performance as well as circulation according to different times of the day and festivals. Retail/F&B operations could have particular emphases on local cultural products & cuisines.

3.3.2 Creative ideas to build in flexibility and variety on the use of the space conducive to enhance vibrancy are also encouraged, for instances:

(a) Cultural Use:	<ul style="list-style-type: none"> ➤ Providing a platform for art exhibitions, performing arts uses, and selling of cultural products
(b) Retail & F/B Use:	<ul style="list-style-type: none"> ➤ Allowing for a creative local, and diverse pool of entrepreneurs ➤ Diversifying the mixture of retails to attract a broad population ➤ Willing to support uses that are less lucrative ➤ Not intended for brand names, chain stores, luxury consumer goods
(c) Greenery & circulation for Public Use:	<ul style="list-style-type: none"> ➤ Providing greenery and places for resting cum event happening for citizens and tourists ➤ Pedestrian friendly with as minimum restrictions as possible to encourage usages
(d) Recreation and Leisure Use:	<ul style="list-style-type: none"> ➤ Providing spaces for recreational and leisure uses

3.3.3 Details of each category use as obtained from the public opinion survey in 2010 & 2011 had been uploaded in the COCAC website for information:
<http://www.centraloasis.org.hk>

4. OUTLINE IMPLEMENTATION PLAN

4.1 The URA has announced in October 2009 a preliminary plan at a projected cost of about \$500 million to renovate and refurbish the entire building, as well as providing greenery, a public resting and leisure area amidst the hustle and bustle of the Central District.

4.2 For the enjoyment of the community and the general public, it is anticipated that Central Oasis would be renovated in phases to enable early operation of certain facilities to achieve the purposes. Furthermore, during the

progress of construction works, the project will have to maintain the existing 24-hour operation of the public access connecting to the Mid-levels Escalator.

- 4.3** The Section 16 Planning Approval is expected to be obtained in Q3 2012 subject to the statutory approval process for the TPB's relevant amendments to the Central District Outline Zoning Plan. It is expected that Phase I of the project should be in operation by 2015/16 and the entire project to be completed by 2017/18 for full commissioning.

5. OPERATION PRINCIPLES

- 5.1** Please refer to **Appendix C** for the operation principles and guidelines pertaining to Central Oasis.
- 5.2** Please refer to **Appendix D** for the preliminary business structure which outlines the possible operation mode of Central Oasis.
- 5.3** The future operation of Central Oasis will be expected to follow the principles and guidelines at Appendix C.

6. SUBMISSION OF RESPONSES

6.1 Submission Procedure and Deadline

Interested parties (Respondents) are invited to submit their responses, addressed to "Mr. William Wan, Director (Property & Land)", on or before Thursday, 16 February 2012 to Urban Renewal Authority, 26/F Cosco Tower, 183 Queen's Road Central, Hong Kong. The submission should be marked "**Confidential**" and labelled as below:

**"Responses to Request for Information for Urban Renewal Authority
Central Oasis Project"**

6.2 List of Submission items

The Respondent is requested to submit the written responses consisting of the completed RFI Proforma provided at **Appendix A**.

All submitted documents and materials will not be returned to the Respondents.

7. DISCLAIMER

- 7.1 This RFI document is for market information collection purposes only, which must not be construed as a solicitation for applications or proposal and / or as an obligation in any way on the part of the URA.
- 7.2 All responses to RFI would not form part of the tender assessment or Expression-of-Interest (EOI) shortlisting / selection for Central Oasis Project in future or constitute an offer or the basis of any contract which may be concluded.
- 7.3 Whilst information in this document has been prepared in good faith, the URA expressly disclaims liability for error or omission, if any, in such information.
- 7.4 The Respondents shall be solely responsible for the fees, costs and expenses incurred in preparing and submitting the information. The URA will under no circumstances be liable to any party for such fees, expenses, loss or damages whatsoever arising out of or in connection with the submission.
- 7.5 URA does not guarantee the confidentiality of information received from the Respondents.
- 7.6 The URA may, and reserves the right to, incorporate in the future Expression-of-Interest or tender document of Central Oasis Project any information (other than the identity of the Respondent) collected from the Respondents through the RFI document. All information submitted will not be returned to the respondents.
- 7.7 Nothing in this RFI document or any activities in connection therewith shall result in any legal obligation or liability on the part of URA.

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Appendix A: Proforma of Response to Request for Information

Part I - Basic Information of Interested Party (Respondent)

1. Particulars of Interested Party (Respondent)

(A) Details of Interested Party

Name: _____

Tel.: _____ Fax.: _____

Address: _____

Company Website: _____

(B) Name and Details of Contact Person

Name: _____ Post Title: _____

Tel.: _____ Fax.: _____

Address: _____

Company Email: _____

(C) Organisation Information

(1) Type of Organisation:

(E.g. Limited Company, NGO, Charitable Organisation, or a Consortium with the intended leading party named, etc.)

(2) Type of Business / Specialty:

(3) Geographical Area for Core Business:

Appendix A: Proforma of Response to Request for Information

2. Past Experience / Project Reference:

(A) Experience in Building (including Historical Building) Maintenance and Management:

(Relevant Experience in the past 10 years)

<p>1. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>2. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>3. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>

(B) Experience in Leasing / Operation Management of Retail / Public Open Space:

(Relevant Experience in the past 10 years)

<p>1. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>2. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>3. Name of Project:</p> <p>Floor Area (ft²):</p> <p>Location:</p> <p>Period:</p>

Appendix A: Proforma of Response to Request for Information

(C) Track Record in Organising Cultural / Social Event Promotions: (Relevant Experience in the past 10 years)

<p>1. Name of Project:</p> <p>Nature:</p> <p>Event Scale (No. of attendees) & (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>2. Name of Project:</p> <p>Nature:</p> <p>Event Scale (No. of attendees) & (ft²):</p> <p>Location:</p> <p>Period:</p>
<p>3. Name of Project:</p> <p>Nature:</p> <p>Event Scale (No. of attendees) & (ft²):</p> <p>Location:</p> <p>Period:</p>

Appendix A: Proforma of Response to Request for Information

Part II - Request for Information

A. Preliminary Business Structure for Operation of Central Oasis

(A.1) Please indicate your views on the preliminary business model provided at Appendix D and, if any, your suggestion / preferences as far as the role of Main Operator is concerned.

Appendix A: Proforma of Response to Request for Information

(A.2) Please indicate the key expertise which the future Main Operator of Central Oasis should provide, e.g. retail experience, type of business, facility management capabilities, financial capability, etc.

Appendix A: Proforma of Response to Request for Information

(A.3) Please indicate the minimum operating term for which the future Main Operator of Central Oasis (excluding the pre-operation stage) would require from a financial feasibility perspective.

_____ (minimum years)

(A.4) Please indicate if the Main Operator can accommodate the Operating Principles and Guidelines provided at Appendix C.

- easy to comply challenging but can be complied most of them cannot be complied (please specify)

(A.5) Any suggestion to better position the future Main Operator's participation in the project?

B. Design of Renovation Works

(B.1) Please indicate any core business themes preferred for the Central Oasis Project as far as commercial operation is concerned. To what extent you would expect the renovation design should facilitate such core business theme(s).

(B.2) Please indicate the major concerns of the future Main Operator on (a) the Section 16 Planning Application to the Town Planning Board, (b) building adaptation design & construction works, (c) Main Operator's inputs to design and (d) fit-out works and landlord's provisions to be undertaken by the URA.

Appendix A: Proforma of Response to Request for Information

(B.3) Please indicate if the future Main Operator will be interested in participating in the design process for, and carrying out the fitting-out (interior) works for the entire project including the Public Open Space.

Design

YES

NO

Fitting-out Works

YES

NO

Please indicate the major concerns, technical and / or financial for fitting-out design and works execution.

(B.4) Please indicate any preference as to the overall allocation / proportion of the proposed main uses within Central Oasis Project (Para 3.1 on page 4 refers).

Appendix A: Proforma of Response to Request for Information

(B.5) Please indicate any comments on the schematic floor plans such as the use zoning arrangement, the preferred position of back-of-house facilities particularly for F&B outlets, ground floor entrances, etc.

(B.6) Any special preference in terms of servicing strategy for (a) building services installations such as air-conditioning plant, (b) energy conservation and (c) external facade lighting?

Appendix A: Proforma of Response to Request for Information

C. Financial Aspect

(C.1) Please indicate if the future Main Operator will be willing to contribute equity to this Project in return for a higher percentage of profit sharing, or solely at a fixed fee with / without an incentive fee element.

YES NO Others (Please specify details)

i) If yes, what is the approximate amount of equity (e.g. from \$100M onwards) that the Main Operator will opt to contribute and what is the approximate pay-back period expected?

Lump Sum : _____
 Expected pay-back period: : _____
 Percentage: _____ % of total capital (go to item (ii) below)

ii) The equity contribution shall cover:

Interior Fitting-out Cost
 Building Adaptation Works + Landlord's Provisions + Interior Fitting-out Cost
 Others: _____ (please specify)

iii) Proposed sharing range in net profit:

_____ % of annual operating profit (after deduction of all operating expenses for Central Oasis, including social / cultural event promotions and sinking fund for major building maintenance)

(C.2) Any suggestion to the alternative form of equity and profit sharing given the Operating Principles and Guidelines set out in Appendix C of the document?

Appendix A: Proforma of Response to Request for Information

D. Operation

(D.1) Please indicate the proposed broad measures that the future Main Operator will adopt to foster and promote an identity pertaining to the historical significance of Central Oasis Project.

(D.2) Please indicate generally how the future Main Operator can position the competitiveness of Central Oasis Project with a view to drawing strong and sustaining public and tourists patronage.

Appendix A: Proforma of Response to Request for Information

(D.3) Please indicate how the future Main Operator can effectively promote social / cultural events in Central Oasis; please specify the types and categories of such events suited to Central Oasis. Any special resources and building layout requirement for undertaking this promotional task?

(D.4) Please indicate the operation plan for efficient integration of public open space and retail facilities in Central Oasis Project on 24-hour basis.

Appendix A: Proforma of Response to Request for Information

(D.5) Please indicate the preferred tenant mix (retailers) suitable for Central Oasis given the Operation Principles set out in Paragraph 5 on Page 6 of the document.

(D.6) Please indicate the proposed facility management structure and control measures on the retail uses, tenant mix and general price level of the products or services to be provided within Central Oasis given the Operation Principles set out in Appendix C of the document.

Appendix A: Proforma of Response to Request for Information

(D.7) Please indicate any type of resources and expertise the future Main Operator shall bring in for the robust operation of Central Oasis.

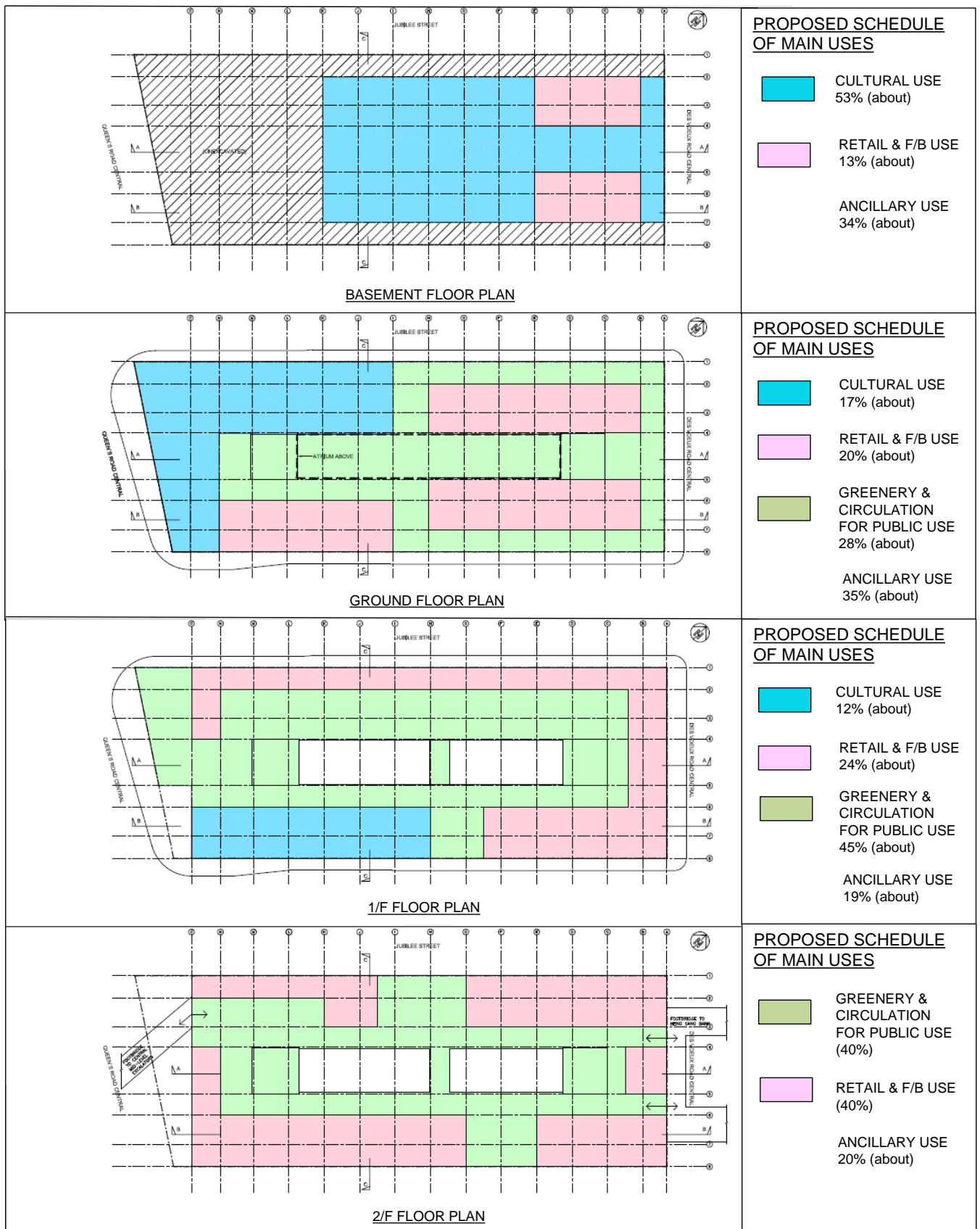
(D.8) Please indicate the plan to enable the feasibility of 24-hour operation of some floors / positions of Central Oasis (such as Public Open Space and pedestrian passageway connecting to Mid-levels Escalator).

Appendix A: Proforma of Response to Request for Information

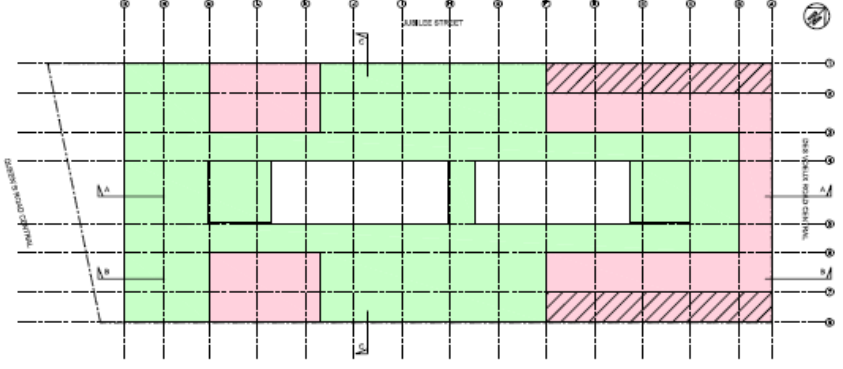
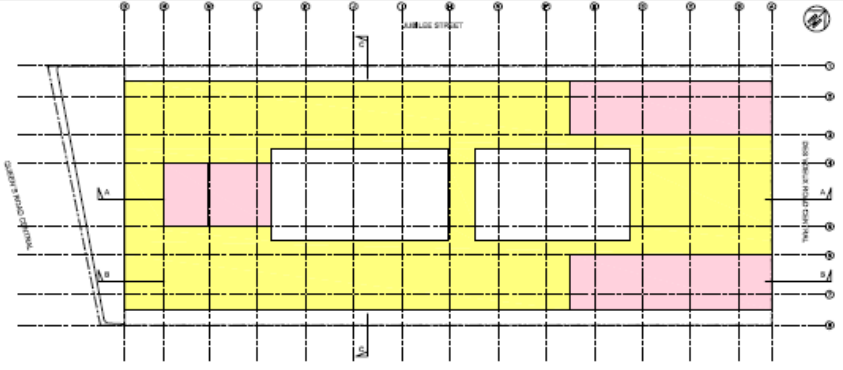
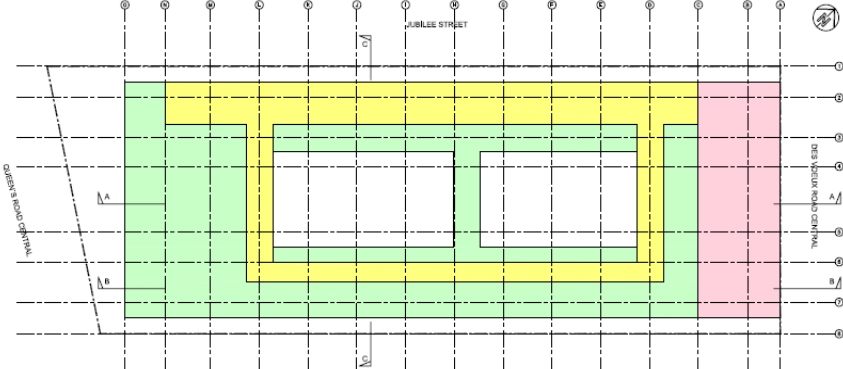
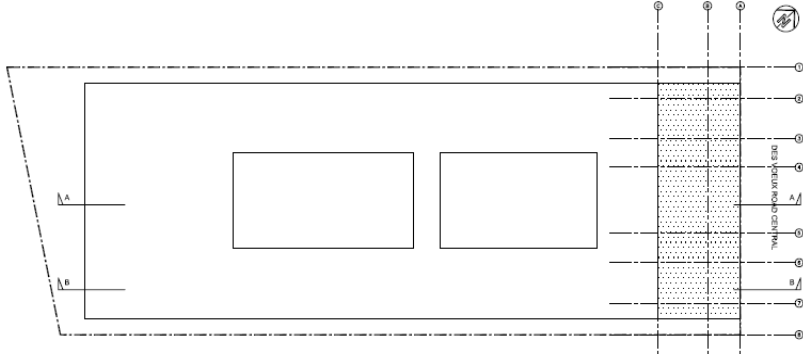
(D.9) Please indicate any operational concerns during (i) interior fitting-out work phase, (ii) pre-operational phase, (iii) in-take phase for retailers and (iv) post-operational phase.

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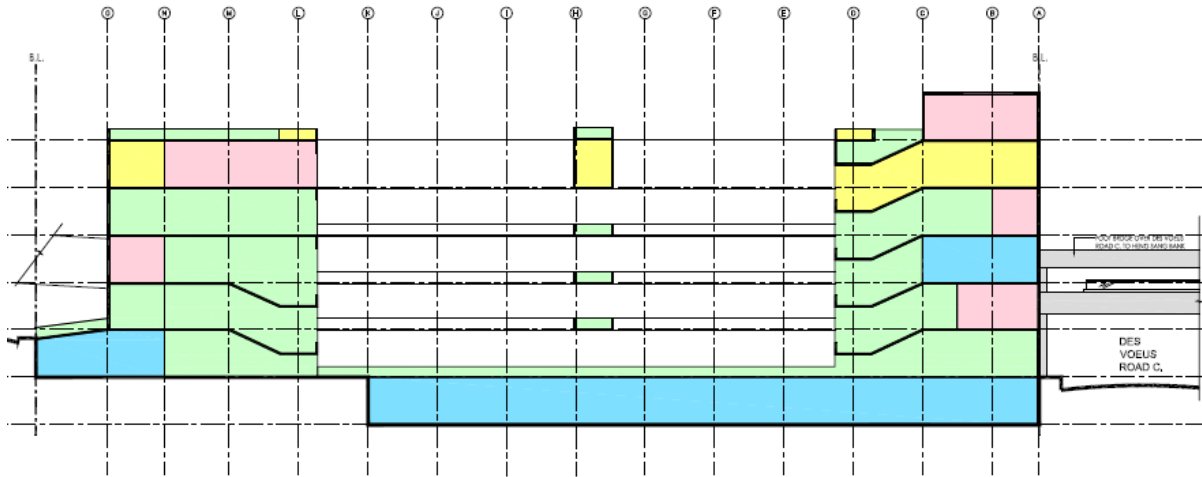
Appendix B: Schematic Floor Plans (For Preliminary Information only)



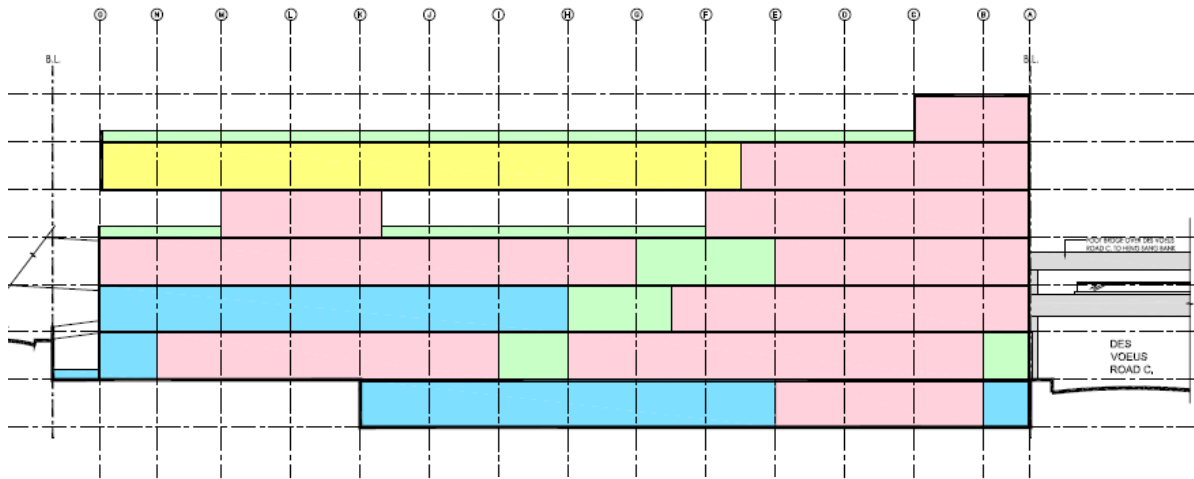
Appendix B: Schematic Floor Plans (For Preliminary Information only)

 <p style="text-align: center;">3/F FLOOR PLAN</p>	<p>PROPOSED SCHEDULE OF MAIN USES</p> <ul style="list-style-type: none"> GREENERY & CIRCULATION FOR PUBLIC USE (49%) RETAIL & F/B USE PRIVATE USE (ALFRESCO DINING) <p style="text-align: right;">} 27% (about)</p> <p>ANCILLARY USE 24% (about)</p>
 <p style="text-align: center;">4/F FLOOR PLAN</p>	<p>PROPOSED SCHEDULE OF MAIN USES</p> <ul style="list-style-type: none"> RETAIL & F/B USE (19%) RECREATION & LEISURE USE (57%) <p>ANCILLARY USE 24% (about)</p>
 <p style="text-align: center;">R/F FLOOR PLAN</p>	<p>PROPOSED SCHEDULE OF MAIN USES</p> <ul style="list-style-type: none"> RECREATION & LEISURE USE 29% (about) RETAIL & F/B USE 12% (about) GREENERY & CIRCULATION FOR PUBLIC USE 41% (about) <p>ANCILLARY USE 18% (about)</p>
 <p style="text-align: center;">TOP ROOF PART PLAN (FOR MAINTENANCE ONLY)</p>	

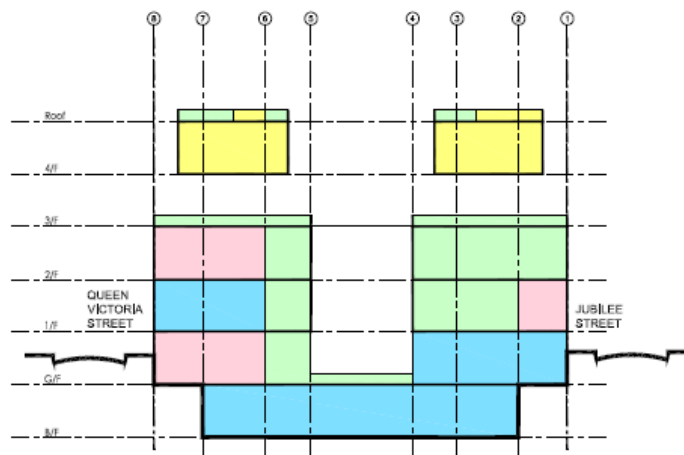
Appendix B: Schematic Floor Plans (For Preliminary Information only)



SECTION A-A



SECTION B-B



SECTION C-C

Appendix B: Schematic Floor Plans (For Preliminary Information only)

Note:

1. Spatial integration of basement floor and ground floor may be allowed subject to the compliance of the use schedule and detailed architectural design and operator requirement. Desirable location for massive main EM facilities.
2. Existing Central Atrium is considered as covered area.
3. Existing public toilet at Queen's Road Central and Jubilee Street will be removed to improve accessibility.
4. Preliminary area schedule / schematic plans are prepared based on the mainstream design approach concluded from the roving exhibition opinion survey and subject to change of not less than about 30% due to statutory control, site condition, operation need and technicality and design excellence / innovation to response to public aspiration, etc. Form, disposition, interfacing and spatial arrangement (e.g. presence of double volume headroom) are all subject to change according to the detailed design to be approved by the URA and Government.
5. Total area for different uses of each floor = (total covered + uncovered area) – (estimate ancillary use area on each floor). The proposed area of each use is subject to an allowable variance of 5% above or below to suit circumstances.
6. Proposed areas above for the ancillary use are rough estimate based on the preliminary schedule of different uses. Sizes and the locations are all subjected to detailed design and statutory / Ordinance / code of practice / requirements. Back-of-house should also include but not limited to area for loading & unloading, public toilets, and police patrol booth (50m² at 2/F), etc. and an extra 50% of allowance had been included in the final figure as buffer. Since the locations for the ancillary use will be determined in the detailed design stage, no indication of ancillary use at the schematic plan will be made to avoid ambiguity. However, the area for the ancillary uses will be assumed to take up area of the 4 main uses in a pro-rata basis according to the proposed % of each use at each floor.

1. 「城中綠洲」營運原則

➤ 目標

- 符合公眾期望- 用途多元化、有活力 (市民可享用具備優質設施的歷史建築)
- 成為有獨特「個性」的公共空間
- 不以最大商業利潤為宗旨, 冀望可達到營運上收支平衡

➤ 市建局角色

- 在用途、租戶組合及價格水平上的制定及決策, 竭盡所能, 使「城中綠洲」的營運符合市民期望

➤ 營運者角色

- 善用及發揮其營商經驗及創意
- 打造有活力的公共空間設施
- 融合「城中綠洲」的保育元素, 建立及提升項目的「個性」
- 認同市建局的願景及社會責任

2. 「城中綠洲」的營運指引

- 需定期進行檢討和調節;
- 需建立收集及回應公眾訴求的平台

適宜	不適宜
✓ 吸引及增加公眾人流	✗ 開設高價名牌店
✓ 鼓勵公眾使用/到訪	✗ 單一化的消費模式
✓ 大眾化的商品及服務選擇	
✓ 多元化的用途, 推廣綠化及公共空間	
✓ 市建局及營運者定期舉行活動, 保持「城中綠洲」的「人氣」及活力	
✓ 靈活運用空間及兼容部分用途可於24小時開放	

1. Central Oasis Operation Principles

➤ **Objectives**

- To meet public aspirations: diversified uses for public enjoyment
- To become a quality public space with an unique identity
- NOT to maximize profit, and achieve a sustainable operation and management mode

➤ **Roles of URA**

- Control on the uses, tenant mix and products/services pricing at CO in line with public aspirations

➤ **Roles of operators**

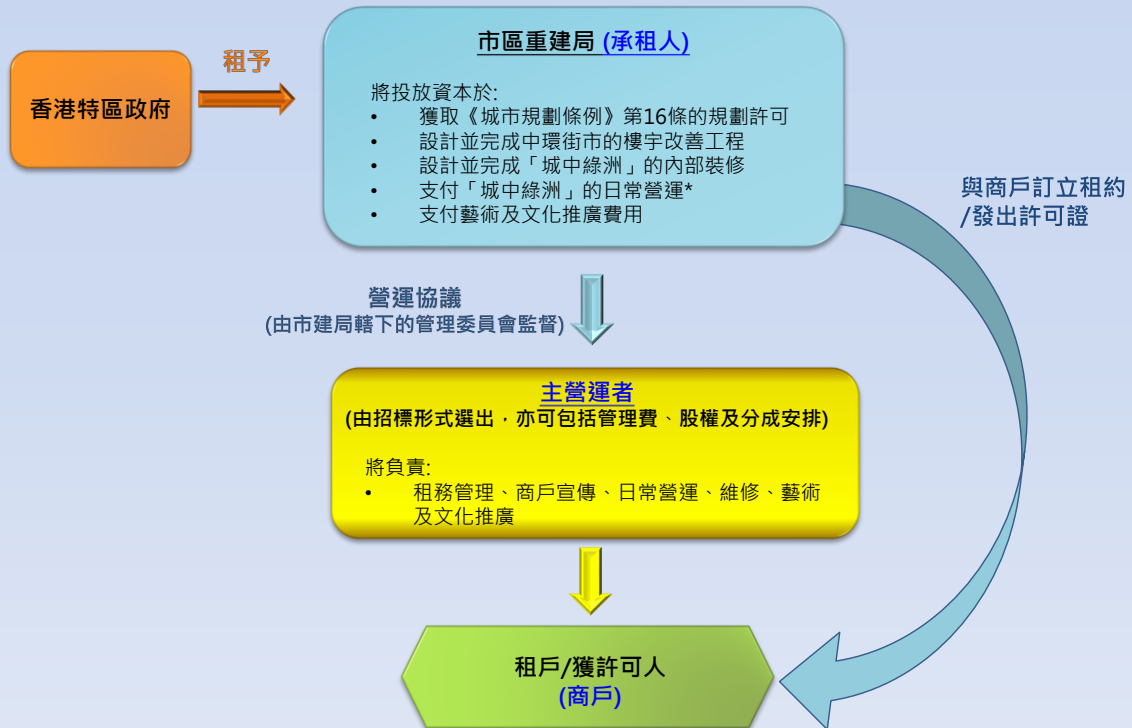
- Bring in creativity and idea from their previous operation experience and business acumen
- Create an energetic public space and facilities
- Create unique identity of CO with conservation elements duly considered
- Adopted the same vision with URA on CO development

2. Central Oasis Operational guidelines

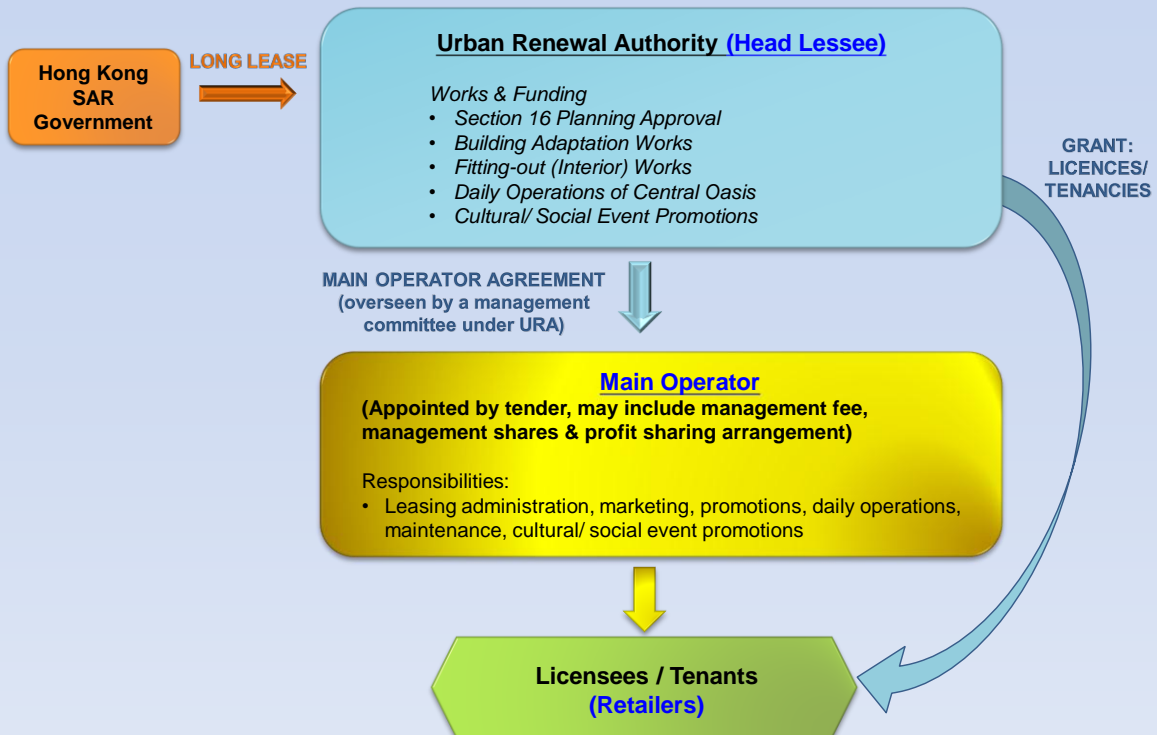
- Establish regular feedbacks mechanism and reviews on operation
- Establish platform to collect and response to public aspiration on operation

Do's	Don'ts
✓ Encourage public enjoyment of CO	✗ Bring in branded stores
✓ Offer variety of choice for affordable goods and services	✗ Create Shopping Centre that stereotype the consumerism pattern
✓ Offer Diversified uses and provide greenery and generous public space	
✓ Organize regular promotional activities to enhance vibrancy	
✓ Allow flexible uses of space	
✓ Offer 24-hr opening at certain zone	

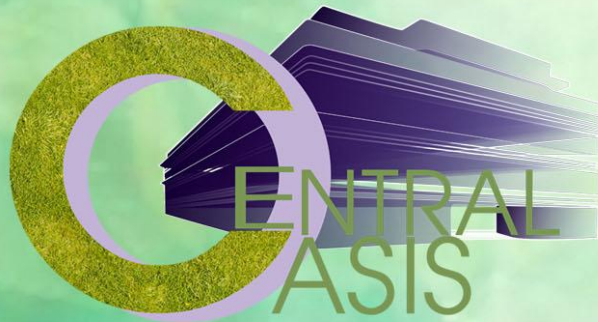
「城中綠洲」管理模式的初步框架



Central Oasis – Preliminary business model



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January 2012