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Legislative Council

Paper No. WKCD-307

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Subcommittee on West Kowloon Cultural District Development
Meeting on 23 June 2006

Views received from non-government organizations and individuals on the way forward for the West Kowloon Cultural District development

Purpose

This paper sets out the background to the Subcommittee's consultation with non-government organizations and individuals on the way forward for the West Kowloon Cultural District (WKCD) and provides a summary of the views received.

Background

2. At the Subcommittee meetings on 21 February and 6 April 2006, members noted that the Government had decided not to pursue the WKCD project under the Invitation for Proposals process, but would consolidate and review its past efforts with a view to taking forward the WKCD project in full speed. In formulating the way forward for the WKCD, the Government would adhere to the following basic principles –

- (a) to adhere to the original objective of developing a world-class integrated arts, culture and entertainment district;
- (b) to make the best use of past efforts for the WKCD;
- (c) to continue to explore Public Private Partnerships in taking forward the WKCD with a view to bringing in market creativity and vibrancy, facilitating diversity in arts and culture, and ensuring the sustainable operation of the WKCD;
- (d) to continue to designate the project area on the West Kowloon Reclamation site for the development of a Cultural District; and

- (e) to continue to uphold the principles of "partnership", and for the project to be "community-driven" and "people-oriented" as put forward by the Culture and Heritage Commission for the WKCD development.

3. The Subcommittee also noted that the Government's priority task was to re-examine with a view to re-confirming as appropriate the need for the Core Arts and Cultural Facilities in the WKCD. To achieve this, the Government had formed a Consultative Committee on the Core Arts and Cultural Facilities of the West Kowloon Cultural District and three Advisory Groups to support the Consultative Committee. The Consultative Committee would endeavour to submit its findings to the Government in the fourth quarter of 2006.

4. In view of the above developments, the Subcommittee decided at the meeting on 6 April 2006 that the Subcommittee would invite interested/relevant groups and individuals to provide written views on how the WKCD development should be taken forward. The Subcommittee also agreed that the opportunity should also be taken to draw the attention of the groups and individuals to the recommendations of the Subcommittee in the Phase II Report and seek their views on whether and how the recommendations should be implemented. A list of the groups and individuals who/which have been invited to give views is in **Appendix I**.

Submissions received and summary of views

5. So far, the Subcommittee has received a total of 14 written submissions. A summary of the views contained in the submissions is in **Appendix II**. To facilitate members' consideration of the views in conjunction with the Subcommittee's deliberations during its Phase II study, the structure of the recommendations in the Subcommittee's Phase II Report has been followed in preparing the summary of views.

Advice sought

6. Members are invited to give views on how the Subcommittee should continue its work taking into account the views received.

西九龍文娛藝術區發展計劃小組委員會
Subcommittee on West Kowloon Cultural District Development

就西九龍文娛藝術區發展計劃的未來路向
已獲邀請提交意見的團體及個別人士的一覽表
List of groups and individuals invited to give views
on the way forward for the West Kowloon Cultural District Development

(截至2006年5月12日)
(As at 12 May 2006)

1. 1A空間有限公司
1A Space Ltd.
2. 1A藝團
1A Group
3. 7A班戲劇組
Class 7A Drama Group Ltd.
4. Para/site藝術空間有限公司
Para/Site Art Space Ltd.
5. Planet Time
6. Professional Property Services Limited
7. 大埔區文藝協進會/香港學藝社
8. 大細路劇團有限公司
Jumbo Kids Theatre Co., Ltd.
9. 小島傳奇
Legends of the Myth
10. 工程界社促會
Association of Engineering Professionals in Society
11. 中英劇團有限公司
Chung Ying Theatre

12. 中港考古研究室
Hong Kong Institute of Archaeology
13. 天馬音樂藝術團有限公司
Tin Ma Music and Opera Association Limited
14. 廿九几
15. * 文化事務職系大聯盟
Government Cultural Services Grades' Alliance
16. 月白戲臺
Atomic Cantonese Opera
17. 水墨會有限公司
The Ink Society Ltd.
18. 牛棚藝術村管理委員會
Cattle Depot Artist Village Committee
19. 民主黨
The Democratic Party
20. 石齋之友
Friends of Shizhai
21. 同流
22. 多空間
Y-Space
23. 朱幼麟先生, JP
Mr David Y L CHU, JP
24. 竹韻小集
Windpipe Chinese Ensemble
25. 老貓
Laomao
26. 自得窯工作室
I-Kiln Studio
27. 西九龍民間評審聯席會議
The People's Panel on West Kowloon

28. 宏光國樂團
Wang Kwong Chinese Orchestra
29. 玖樓陸兜友
30. 亞洲民眾戲劇節協會
Asian People's Theatre Festival Society
31. 亞洲青少年芭蕾舞團
32. 亞洲美術文獻有限公司
Asia Art Archive Ltd.
33. 亞洲匯藝
Asia meets Asia
34. 京崑劇場有限公司
Jing Kun Theatre Ltd.
35. 奇想偶戲劇團
Fantasy Puppet Theatre
36. 尚意書畫篆刻學會
37. 明日藝術教育機構有限公司
Ming Ri Institute for Arts Education
38. 武陵莊美術學會
39. 社區文化發展中心
Centre for Community Cultural Development
40. 非常林奕華有限公司
Edward Lam Dance Theatre
41. 前進進戲劇工作坊有限公司
On and On Theatre Workshop
42. 城市當代舞蹈團
City Contemporary Dance Company
43. 建築師事務所商會有限公司
The Association of Architectural Practices Ltd.
44. 春天創意有限公司
Spring-Time Group Ltd.

45. 春暉製作公司
46. * 香港八和會館
The Chinese Artists Association of Hong Kong
47. 香港大學文化政策研究中心
The Centre for Cultural Policy Research of the University of Hong Kong
48. * 香港大學民意研究計劃鍾庭耀博士
Dr Robert CHUNG, Public Opinion Programme,
The University of Hong Kong
49. 香港小交響樂團有限公司
Hong Kong Sinfonietta
50. 香港工程
Project Hong Kong
51. 香港工程師學會
The Hong Kong Institution of Engineers
52. 香港中文大學邵逸夫堂香港戲劇工程
Hong Kong Drama Programme, Sir Run Run Shaw Hall
53. 香港中文大學粵劇研究計劃
Cantonese Opera Research Programme of Chinese University of Hong Kong
54. 香港中華文化促進中心有限公司
The Hong Kong Institute for Promotion of Chinese Centre
55. * 香港中樂團
Hong Kong Chinese Orchestra
56. 香港民族音樂學會
Hong Kong Ethnomusicology Society
57. 香港地產行政學會
Hong Kong Institute of Real Estate Administration
58. 香港地產建設商會
The Real Estate Developers Association of Hong Kong
59. * 香港更美好
Hong Kong Alternatives

60. 香港兒童音樂劇團
Hong Kong Children's Musical Theatre
61. 香港芭蕾舞團
Hong Kong Ballet
62. 香港青年音樂協會
Hong Kong Youth Music Society
63. 香港城市室樂團
City Chamber Orchestra of Hong Kong
64. 香港建造業總工會
Hong Kong Construction Industry Employees General Union
65. 香港建築師學會
The Hong Kong Institute of Architects
66. 香港玻璃藝術協會
Hong Kong Glass Art Society
67. 香港科技大學社會科學部助理教授馬嶽博士
Dr MA Ngok, Assistant Professor, Division of Social Science,
The Hong Kong University of Science and Technology
68. * 香港美術教育協會有限公司
Hong Kong Society for Education in Art Ltd.
69. 香港美感教育機構有限公司
Hong Kong Institute of Aesthetic Education Limited
70. 香港展能藝術會
Arts with the Disabled Association Hong Kong
71. 香港特區越劇院
Hong Kong Te Qu Yue Opera Yu
72. 香港國際電影節協會有限公司
Hong Kong International Film Festival Society Limited
73. 香港國際藝評人協會
The International Association of Art Critics (Hong Kong Chapter)
74. 香港基督教服務處
Hong Kong Christian Service

75. 香港崇德社
Zonta Club of Hong Kong
76. 香港規劃師學會
The Hong Kong Institute of Planners
77. * 香港博物館館長協會
Hong Kong Curators Association
78. 香港測量師學會
The Hong Kong Institute of Surveyors
79. 香港童聲合唱協會有限公司
Hong Kong Treble Choirs' Association
80. 香港雅詠團
Hong Kong Chamber Choir
81. 香港愛樂管樂團
Hong Kong Wind Philharmonia
82. 香港當代文化中心
Hong Kong Institute of Contemporary Culture
83. 香港節日管樂團
The Hong Kong Festival Wind Orchestra
84. * 香港話劇團
Hong Kong Repertory Theatre
85. 香港電影評論學會有限公司
Hong Kong Film Critics Society
86. 香港歌劇院有限公司
Opera Hong Kong Ltd.
87. * 香港演藝學院
The Hong Kong Academy for Performing Arts
88. * 香港管弦協會有限公司
Hong Kong Philharmonic Society Ltd.
89. 香港舞台技術及設計人員協會有限公司
The Hong Kong Association of Theatre Technicians & Scenographers

90. * 香港舞蹈團
Hong Kong Dance Company
91. 香港舞蹈總會有限公司
Hong Kong Dance Federation Limited
92. 香港獨奏家表演團
Hong Kong Soloists
93. 香港嶺南藝術會
Hong Kong Lingnan Arts Association
94. 香港戲劇協會
Hong Kong Federation of Drama Societies
95. 香港藝術中心
Hong Kong Arts Centre
96. 香港藝術行政人員協會有限公司
Hong Kong Arts Administrators Association Ltd.
97. * 香港藝術發展局
Hong Kong Arts Development Council
98. * 香港藝術節協會有限公司
Hong Kong Arts Festival Society Ltd.
99. 香港藝穗節
Hong Kong Festival Fringe Ltd.
100. 桃花源粵劇工作舍有限公司
Utopia Cantonese Opera Workshop
101. 海港商界論壇
Harbour Business Forum
102. 琉璃坊
Kaleidoscope Studio
103. 高瑾越劇團
104. 動藝有限公司
DanceArt Hong Kong Ltd.
105. 國際演藝評論家協會(香港分會)
International Association of Theatre Critics (Hong Kong)

106. 異人實現劇場
107. 菁華舞蹈藝術中心
Hong Kong Youth Arts Centre
108. 進念二十面體
Zuni Icosahedron
109. 進劇場有限公司
Theatre Du Pif Ltd.
110. 愛麗絲劇場實驗室(愛麗絲教育工作室)
Alice Theatre Laboratory (Alice Education Studio)
111. 新域劇團有限公司
Prospects Theatre Co.
112. 新影人
The Young Director
113. 演戲家族有限公司
Actors' Family
114. 赫墾坊劇團有限公司
Exploration Theatre Limited
115. 劇場工作室有限公司
Drama Gallery Ltd.
116. 劇場空間有限公司
Theatre Space Ltd.
117. 劇場空間基金有限公司
118. 劇場組合有限公司
Theatre Ensemble Ltd.
119. 劍心粵劇團
Kim Sum Cantonese Opera
120. 影意志有限公司
Ying E Chi Ltd.
121. 鄧樹榮先生
Mr TANG Shu-wing

122. 歷豐諮詢集團有限公司
The Experience Group, Ltd.
123. 錄影力量有限公司
Video Power Ltd.
124. 錄影太奇有限公司
Videotage Ltd.
125. 錦添花粵劇團
Aroma Cantonese Opera Troupe
126. * 環境藝術館
Museum of Site, Ltd.
127. 雙妹嘜
McMuiMui Dansemble
128. 藝術人家
Art Home
129. 藝術公社有限公司
Artist Commune Ltd.
130. 藝穗會
The Fringe Club
131. 葱動派創作間
Greensco

* 已提交書面意見的團體及個別人士
Groups and individuals that have submitted written views

立法會秘書處
Council Business Division 1
議會事務部1
Legislative Council Secretariat
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22 June 2006

Subcommittee on West Kowloon Cultural District Development

**Summary of concerns/views of various organizations on
the way forward for the West Kowloon Cultural District (WKCD) project**

(as at 19 June 2006)

1. Integrated and holistic approach for the planning of WKCD

1.1 Holistic planning, including urban master planning, social and economic planning, and environmental planning

*Hong Kong Arts
Development Council*

- Flexibility should be allowed in the planning for WKCD, such as relaxing the plot ratio to allow more space for arts and cultural facilities.
- The Government should give due consideration to the overall city planning and transport system of Hong Kong to provide necessary supporting facilities for WKCD.

*Hong Kong Society For
Education In Art*

- The development of WKCD should start from education; we should nurture or cultivate a group of administrators, producers and practitioners for this world class cultural centre. WKCD development also provides a good opportunity to promote public arts education and review the existing supporting facilities/ programmes for arts education.

Museum of Site, Ltd.

- Since the Handover, the Government has no specific idea on how to reform the economy by phased conversion from a labour-based economy to a creative economy.
- The Government has never published a policy blueprint for developing “Cultural Industry”.
- There should be a Policy for Cultural Industry to review and study Hong Kong’ economic competitiveness in cultural industry and overall economy.
- Correlated Policy on professional development, land and property development, heritage and cultural tourism and regional art and cultural policies should be worked out.
- An Economic and Urban Policy must be launched to nurture individual and collective sustainability and to ensure social cohesion, cross-sector cultural advancement on an equitable basis should be worked out.

- Government Cultural Services Grades' Alliance*
- Regardless of the implementation approach the Government will adopt in future, there should be in place an integrated and co-ordinated development plan, a well-planned time-table to co-ordinate the completion of various facilities, and a management body responsible for the holistic development and management of the facilities in WKCD.

1.2 WKCD in achieving the long-term cultural vision for HK

- The Hong Kong Academy For Performing Arts*
- The first priority of WKCD should be to further arts and cultural engagement among Hong Kong people, both as arts consumers and arts practitioners of the future.

- Hong Kong Chinese Orchestra*
- The organization supports the vision of the Cultural and Heritage Committee (CHC) that “West Kowloon Cultural District should aim to enliven the city’s cultural life and animate the people’s participation. It should reflect the ideals of equality and public participation in its physical, emotional and intellectual accessibility for both locals and visitors to the city. It should also embrace the richness of both the Chinese civilization and its historical past. It should be a place that grows with time, is able to meet the challenges, encourages exchange and cultural development in the long run, and places emphasis on values beyond the purely commercial and utilitarian”.

- Hong Kong Dance Company*
- The Government should formulate a clear, comprehensive and long-term cultural policy, covering the positioning of WKCD, the management mode, establishment of a trust fund, the monitoring system, and support for the sustainable development of local arts groups.
 - Arts and cultural facilities in WKCD should complement other related facilities in Hong Kong.

- Hong Kong Arts Development Council*
- WKCD development should be based on a comprehensive and forward-looking cultural policy and complement the blueprint for arts and cultural development.
 - WKCD should follow the principles proposed by CHC in its Policy Recommendation Report: people-oriented, community driven, partnership, development in software, integration of facilities within WKCD and complementarity with other cultural facilities.
 - The Government should make concrete planning on how the arts and cultural facilities in WKCD could complement other facilities in Hong Kong.

- Hong Kong Philharmonic Society Ltd.*
- WKCD has the potential not only to influence the future of Hong Kong's cultural life, but to shape it forever. The plans that are laid now will determine the scope and vibrancy of Hong Kong's cultural life for the next 30 years.
- Government Cultural Services Grades' Alliance*
- WKCD would pose keen competition to the existing cultural and recreational facilities. We hope that the operating agency of WKCD will complement the Government's policy on Hong Kong's cultural development in the long term. To avoid under-utilization of performance venues and wastage of public resources, the operating agency of WKCD and the Leisure and Cultural Services Department (LCSD) should co-ordinate in setting the priority order for different categories of programmes to hire their respective venues.
- The Chinese Artists Association of Hong Kong*
- The Association agrees very much with the cultural vision of CHC, only that it believes the co-existence of commercial interests and arts is one way for arts and culture to ensure long-term development, as well as to gain popularity and public support.

1.3 Opportunities for cultural software development in the planning of WKCD

- Hong Kong Chinese Orchestra*
- The organization considers that apart from world class cultural facilities, emphasis should also be placed on the development of software contents in WKCD. Indigenous arts is an important part of the cultural software.
 - The Government should accord priority to the development of local arts groups and arts talent, integrating arts and culture with the long-term development of Hong Kong.
- The Hong Kong Academy For Performing Arts*
- Arts education is important for the future success of WKCD in developing cultural software
 - The Academy proposes the inclusion at WKCD of a dual-role educational facility that would operate in daytime as a specialist performing arts secondary school and in the evenings and other non-school hours as a centre for community arts education.
 - The specialist performing arts high school will prepare gifted young performers in dance, drama and music for careers in the performing arts and develop creative talents in theatre technical arts as well. A total population of 450 students is envisaged.
- Hong Kong Society For Education In Art*
- WKCD should include arts education facilities, such as a visual arts academy with faculties for fine art, design, arts education and arts administration, and an arts education centre open for use by schools for arts exhibitions and performance.

- Consideration should also be given to making arts education a compulsory subject in the curriculum of senior secondary schools.
- Hong Kong Arts Development Council*
- WKCD development should provide sufficient facilities to train artists and management professionals for the arts and cultural sector.
 - The Government should have comprehensive planning for developing the software in line with the WKCD project.
- Hong Kong Philharmonic Society Ltd.*
- The necessary components for a true cultural hub would include an integrated Academy for Performing Arts, designed to provide all facilities for the training of young musicians, singers, dancers and actors for the next 30 years.
 - The organization recommends that the Government revise the basic brief for WKCD to reflect a profound study of the future needs of Hong Kong's major resident performing arts companies and that it place music at the heart of this new cultural hub.
- Government Cultural Services Grades' Alliance*
- Consideration should be given to whether Hong Kong's management professionals are adequately equipped to cope with the development of the numerous new facilities. Long-term strategies should also be formulated for training up professionals responsible for managing world-class museums and performance venues and for the passage/succession of expertise.

1.4 Development mix within WKCD

- Hong Kong Alternatives*
- The organization has been consistently advocating an integrated cultural green park for the West Kowloon site without any speculative development for the following reasons:
 - high density living in Hong Kong;
 - lack of urban parkland/open green space;
 - environmental enhancement;
 - community/public health interest; and
 - tourism benefits.
 - A public opinion survey co-sponsored by the Hong Kong Alternatives and the University of Hong Kong in early January 2006 revealed that over 81% of the respondents preferred a green park with cultural facilities for WKCD while only 11% preferred cultural facilities with residential and commercial developments.

- The world-class park should provide: open green areas, recreation and nature trails, water features, public spaces such as a speaker's forum, amphitheatres and venues for performances, park side cafes/restaurants, and other unique cultural arts features directed at both locals and tourists.
- Hong Kong Chinese Orchestra*
- WKCD should address the shortfalls in rehearsal places and provide "home facilities" to flagship performing groups to facilitate their medium-term and long-term development.
 - There should be a world-class concert hall. Consideration could be given to installing Chinese traditional serial bells musical instrument in the concert hall to show Hong Kong's special status as a place where East meets West.
- Hong Kong Arts Festival Society Ltd*
- The Society welcomes the increase in the inventory of arts facilities through the WKCD development.
 - Provision for commercial theatre, cabaret, comedy jazz and small scale pop/rock venues would add to the diversity and dynamism of theatre complex.
 - Since technical provisions for acoustic concerts and other stage performances are significantly different, if large scale concerts and stage performances are intended, two different venues of significant seating capacity should be considered.
 - Provision for full size rehearsal facilities, catering, corporate entertainment and other activities related to sponsorship and community support should be considered.
- Hong Kong Arts Development Council*
- The Council requests early implementation of WKCD to address the shortage in performing venues.
 - Apart from the Core Arts and Cultural Facilities, there should be a 1 200-seat theatre for xiqu, an Arts Education Development Centre and a Literary Centre, mega bookstores, and a concert hall.
- Hong Kong Philharmonic Society Ltd.*
- WKCD must have, at its heart, first class performance, rehearsal, educational and administrative facilities for Hong Kong's major musical companies.
 - The ideal concert hall would include first class performance, rehearsal and educational facilities for a full-size symphony orchestra (with a large-scale education programme) complete with rehearsal rooms, choir facilities, dressing rooms, administration offices, the full range of audience facilities front of house and catering facilities for corporate guests and VIPs.
 - If it is an intention to house a resident opera company in WKCD, the full rehearsal, production and administration facilities need to be incorporated and a long-term plan for the evolution of a full-time opera company needs to be instigated.

*Hong Kong Repertory
Theatre*

- In determining the need for arts and cultural facilities, efforts must be made to cater for the requests of the local arts and cultural community on the one hand and attract tourists on the other. Given that artistic programmes and tourist-oriented programmes are distinctively different in nature, striking a balance between the two and providing complementing facilities would be a positioning issue of the cultural programmes to be provided in WKCD which should be examined in great detail.

*The Chinese Artists
Association of Hong
Kong*

- Hong Kong has actually become the world's major performance centre for xiqu.
- The Core Arts and Cultural Facilities in WKCD should include a theatre with 1 200-1 400 seats for Chinese xiqu and Cantonese opera performances, training and rehearsal venues for such performances, and a xiqu information centre.

*Hong Kong Curators
Association*

- During the planning and the preparation for the construction of facilities in WKCD, important planning parameters such as plot ratio and the respective proportions of commercial/residential/cultural elements should be formulated in accordance with the Government's usual town planning procedures. The WKCD Authority could be responsible for the planning and design work (e.g. by way of open competitions or by commissioning renowned architects)
- Under the Invitation for Proposals, four museums of differing themes with total Net Operating Floor Area of at least 75 000 square metres are proposed to be provided in WKCD. Having regard to the scale and mode of operation of overseas museums of similar types and taking into account the fact that a museum cluster must be of a certain scale to become attractive, we consider the proposed provision appropriate.
- The Association suggests that in addition to providing three major museums, namely, Museum of Modern Art, Museum of the Moving Image and Museum of Transportation, small-scale themed museums, including Museum of Design, Children Museum, Museum of Sports and Museum of Local Food and Drink Culture should also be provided in WKCD.
- The Government may extensively invite suggestions on museum themes which are then to be assessed and evaluated by an advisory committee comprising museum specialists on the basis of certain established and objective criteria. The advisory committee will then compile a list of museum themes and submit the list together with a proposal to the Government for consideration. Where necessary, the final decision may be made by the Legislative Council or the public by way of a referendum.

- Government Cultural Services Grades' Alliance*
- Rather than placing too much emphasis on visual arts, the four proposed themed museums should each be of a distinctive theme conducive to the building of a long-term audience base, so as to complement the existing museums thereby achieving the purpose of diversified development.

1.5 Co-ordination within the Government in implementing holistic planning approach

- Museum of Site, Ltd.*
- Though the current advisory committees on arts and culture are team-players in formation of Hong Kong culture, they fail to take a macro-view in the formulation of a holistic and integrative public policy for the development of art and culture. There is no mechanism authorized to oversee i) the correlation of various advisory committees, ii) the interaction of the WKCD facilities and LCSD's facilities at Tsim Sha Tsui, and iii) the smooth transfer of cultural provisions from the Tsim Sha Tsui facilities to the WKCD facilities, when and where necessary, etc.
 - A new statutory body, namely the Culture and Heritage Council should be set up to oversee the mega-policy, the future WKCD statutory body, Hong Kong Arts Development Council, as well as other relevant statutory bodies could be better coordinated.

2. **Separate cultural and non-cultural components**

2.1 Funding required for infrastructure and development of software in WKCD

- The Hong Kong Academy For Performing Arts*
- For the proposed performing arts high school, funding would be required for the design and construction of the school and the costs for the maintenance of the school fabric, operation and maintenance of E&M plant, security, cleaning and landscaping services.
 - The cost of providing tuition will be met primarily from student fees, with assistance from privately sponsored bursaries.
- Hong Kong Society For Education In Art*
- Part of the funding for WKCD should be earmarked for arts education and training of arts talents.
- Hong Kong Arts Development Council*
- Part of the funding for WKCD should be earmarked for arts education and training of talents.

2.2 Funding options

- Hong Kong Alternatives*
- Funding for the proposed West Kowloon Cultural Green Park could come from:
 - public appeal;
 - private donations;
 - sale of sites vacated by the Museums of Science, History, Arts, Space Museum and the Cultural Centre; and
 - appropriation from the Government's General Revenue.
- Hong Kong Dance Company*
- Any decision on the financial arrangement for WKCD should be transparent and made after wide public consultation.
- Museum of Site, Ltd.*
- The transitional/provisional WKCD Council should work out the enabling legislation for a "Percentage Art Policy" in Hong Kong such that the project of the WKCD can be supported by the community.
- Hong Kong Arts Development Council*
- A dedicated fund should be established to provide a stable funding source for the operation of arts and cultural facilities in WKCD.
- Hong Kong Curators Association*
- Taking the construction and operation of museums as an example, there are actually many options available. With reference to overseas examples, feasible approaches include:
 - Developing and operating the museums by the Government using proceeds from the sale of land in WKCD;
 - Developing the museums using proceeds from the sale of land in WKCD and establishing statutory trustees to operate the museums. The recurrent expenditure could be provided by a fund set up by the Government or through annual appropriation; and
 - Granting the sites to interested parties to develop and operate the museums. The sites may be granted together with other assets to help support the museums' future operation.
 - All contracts relating to land sale, land grant, construction works and other important matters should be awarded through the established and proven effective procedures, such as open tender and auction.
- The Chinese Artists Association of Hong Kong*
- The Association considers the establishment of a \$30 billion trust fund a desirable measure, as this could provide arts and culture with sustainable support and relieve the long-term financial burden on the Government. However, the impact of inflation on the trust fund must be kept under close watch.

3. Management of arts and cultural facilities and review of facilities under the Leisure and Cultural Services Department

3.1 Partnership with private sector in the management of facilities in WKCD

Hong Kong Society For Education In Art • Effective operation and management of the cultural facilities and programmes should be an important factor in WKCD development. Private sector, including arts education bodies, should be invited to be a partner in operation and management of the cultural facilities and programmes.

Hong Kong Arts Development Council • The Council supports the use of public-private-partnership in developing WKCD to allow more participation and contribution of the community.
• The Government should explore different means, such as tax concession, to encourage more active participation of the community and the private sector in arts and cultural programmes.

3.2 New approach in managing the current facilities to promote usage and software development

Museum of Site, Ltd. • The transitional/provisional WKCD Council should conduct a comprehensive review of the facilities currently managed by the Leisure and Cultural Services Department (LCSD), including the management style of LCSD.

Hong Kong Arts Festival Society Ltd. • A flexible, responsive and widely accessible box office system is critical.
• The interests of the entertainment and tourism sectors do not necessarily coincide with those of the arts community. The shared agendas are likely to be in publicity, communications and brand building, rather than in product development.

The Chinese Artists Association of Hong Kong • While the representatives of certain arts community believe that cultural development should be community-led, the Association stresses that the LCSD is in a better position to co-ordinate performance venues and cultural programmes, especially Cantonese opera performances the audience base of which is still rather substantial.
• The Association considers that the direction for cultural development should be separated into two aspects, namely, community-led and government-led. Exclusive reliance on either aspect may lead to unhealthy consequences. Preserving government leadership for certain forms of performance arts is of help to Hong Kong in inviting

successfully quality arts groups from all over the world to perform in Hong Kong, thereby enhancing cultural exchange. Allowing the community enough space for development is conducive to the development and maturity of local arts and cultural group, with a view to attaining international recognition.

3.3 Arts Accountability System

Hong Kong Arts Development Council

- Each arts and cultural venue in WKCD may have one or more resident companies. These companies should be involved in the operation and management of the venues in order to develop “characteristics” for the venues. The artistic director of a resident company could take up the position of the artistic director of the venue concerned and representatives from different venues could form a committee to coordinate among different performance venues.

4. **Statutory body to oversee the development of WKCD**

4.1 Status, scope of responsibilities and powers

Hong Kong Alternatives

- The public opinion survey co-sponsored by the organization reveals that the majority of respondents support for an independent Cultural Authority Board to supervise the planning, development and management of the cultural green park at West Kowloon.
- The West Kowloon Cultural Authority Board will be charged with the master planning, financial planning, execution, and management of the Cultural Green Park.

Hong Kong Dance Company

- The Subcommittee should monitor the early set up of the statutory body for WKCD to be responsible for the construction, operation and development of WKCD

Hong Kong Arts Development Council

- The Government should expedite the establishment of the statutory body. The statutory body should preferably be involved in the planning for WKCD.
- The body should be tasked to manage WKCD and be responsible for more macro issues, such as how WKCD could realize the policy objectives of the arts and cultural policy in Hong Kong.

Hong Kong Curators Association

- Many people suggest that a WKCD Authority should be set up to co-ordinate the overall planning of WKCD, plan and construct the arts and cultural facilities, and take charge of the future operation of the cultural facilities in WKCD. The Association considers the suggestion feasible.
- The WKCD Authority should be a statutory body, with its mission, powers and functions, composition, membership appointment mechanism, source of funding, mode of operation, etc, clearly specified by legislative provisions. The Government should also introduce relevant codes of practice (e.g. the Code of Professional Ethics of the International Council of Museums) by means of legislation for strict adherence by members of the Authority and the staff concerned.

Hong Kong Repertory Theatre

- It is desirable for the Government to establish a statutory body to plan and steer the future development direction of WKCD. This statutory body should be equipped with the necessary powers to take over the relevant responsibilities of the Government and operate on an independent basis.

The Chinese Artists Association of Hong Kong

- In view of time and other considerations, the independent body may take the form of an independent agency playing a consultative role at first and taking up the management responsibilities later on.
- The Government should monitor and co-ordinate all the construction works of WKCD. Upon the completion of WKCD or before it commences operation, the independent body should then become the management and operating agency with actual powers, responsible solely for the development and promotion of arts and culture.

4.2 Corporate structure and funding arrangement

Hong Kong Alternatives

- The Government may appoint a selection committee with the mandate to appoint and recommend the Chairman of the statutory body, who will then together with the selection committee appoint the other 10 to 15 members of the statutory body.
- The selection committee should have no more than seven members, being distinguished community leaders of highest integrity, politically non-controversial, and patrons of arts and cultural organizations who are committed to making Hong Kong Asia's World City.

- Hong Kong Society For Education In Art*
- The statutory body should include representatives from arts education bodies.
- Hong Kong Arts Development Council*
- The statutory body should be well-represented from the arts and cultural sector, the public and the Government.
 - Proceeds from the business operation in WKCD should be placed in a designated fund for the recurrent expenditure of the statutory body and other core arts and cultural facilities.
- Hong Kong Curators Association*
- The Association suggests that about one-third of the WKCD Authority's members may be specialist advisors with no vested interests and with high social standing, another one-third representatives returned by election, and the remaining one-third representatives from relevant bureaux and government departments.
- Government Cultural Services Grades' Alliance*
- The Association does not object to setting up an independent authority to manage and operate WKCD, but is seriously concerned about the composition of the authority and its membership appointment mechanism and stresses that the museum profession and performance venue management profession must be represented in the authority.
- The Chinese Artists Association of Hong Kong*
- On the composition of the independent body, while the early stage work would require the participation of more members from the engineering and financial sectors, more representatives from the arts and cultural sector should be invited to participate in the management and operation of WKCD.

4.3 Corporate governance and accountability

- Hong Kong Arts Development Council*
- The Council suggests separating the monitoring role from the operation role of the statutory body to avoid a possible conflict of interests. Operation should be delegated to the committees formed under the statutory body. The committees should comprise government officials, representatives from the arts and cultural sector, management experts and international professionals to realize the "community driven" principle.

*Hong Kong Curators
Association*

- The Authority and the agencies under it should be subject to the Prevention of Bribery Ordinance as in the case of civil servants.
- The Authority should not be involved in too many commercial activities or real estate property projects, so as to avoid giving rise to criticisms that the Authority is competing with the people for profits or suspicions of secret deals with the business sector.
- The enactment of a set of museum legislation is urgently required to clearly establish the definition and operating requirements of museums and is the only way to ensure the provision of genuine museums in WKCD regardless of the development approach to be adopted in future;
- A comprehensive set of museum legislation should provide for the following aspects of museums:
 - definition and types;
 - purposes and functions;
 - establishment, categorization and status;
 - installation standards, organization structure and staff qualification;
 - operating management and accounts system; and
 - government funding support (awards), as well as sponsorship from the community.

*Government Cultural
Services Grades'
Alliance*

- The authority should formulate a highly transparent assessment and accountability mechanism to assess the performance of all its members on a regular basis.

*Hong Kong Repertory
Theatre*

- The statutory body responsible for planning and guiding the development of WKCD should be monitored by the Legislative Council.

4.4 Provisional arrangements pending establishment of statutory body

Museum of Site, Ltd.

- The organization suggests that a transitional/provisional WKCD Council should be set up immediately after the core arts and cultural facilities have been confirmed. The Council should be tasked to:
 - work out the enabling legislation of the statutory body for WKCD;
 - decide on the schedule and the suitable juncture for the statutory to take over the WKCD project;
 - determine the extent to which the statutory body would be involved in the planning and design of the WKCD;
 - determine whether the statutory body can have the legal position to plan development parameters of the WKCD such as development mix, plot ratio etc.;
 - work out strategic plans for smooth transfer of the cultural provisions from Tsim Sha Tsui to the WKCD;
 - decide whether a canopy is appropriate for an overall image of the WKCD; and
 - seek international advice and support from time to time to gain project support.

5. Structured and systematic public engagement process

5.1 Structured consultation process

Dr Robert CHUNG

- In conducting future public consultation, the following points should be noted:
 - Follow international standards as promulgated by the World Association for Public Opinion Research when conducting and publishing opinion surveys;
 - The Government and Legislative Council Members should have a duty to deliberate on the proper development of WKCD and to convince the public that their general direction is correct. Should there be significant disparities between experts and general public opinions, the Government should take the issue to the general public and resolve it by democratic means. Among all possible mechanisms, civil referendums should be considered as an option, in addition to public hearings, but never biased surveys initiated and directed by the Administration or parties with vested interests; and
 - If the Administration or any stakeholder has to conduct public opinion surveys, it should employ independent consultants who have the freedom to conduct such surveys independently and professionally.

Museum of Site, Ltd.

- The organization suggests that the transitional/provisional WKCD Council should be responsible for providing a consultative mechanism. The Council should be an advisory body under the administration of the Commission on Strategic Development. In respect of consultation, its power and work should be:
 - to create a formal channel/space for continued public dialogue and to liaise with all relevant stakeholders;
 - to involve the business sector to propose the non-cultural components, which are not under the purview of the Consultative Committee and the Advisory Groups; and
 - to establish a standing international mechanism to reflect fleeting changes in the competitive global situation and for ideas and interface.
- The current public fanaticism and temper should be kept 'high' and the discourse of art should be carried forward until the WKCD facility is opened for public use. Discussion on the subject can be generated in the Internet, public forums, international conferences and through the education system.

- Hong Kong Curators Association*
- The Association hopes that the Government could allow the discussions and studies relating to the development of WKCD to be conducted in a more open manner to enable Hong Kong people to make a fair and objective comparison. Consensus on a proposal most conducive to the long-term development of WKCD can be reached from open and professional discussions.
- The Chinese Artists Association of Hong Kong*
- In addition to conducting another exercise to solicit views, efforts should also be made to consolidate the views collected during the early stages, especially the views on the need for Core Arts and Cultural Facilities. This is the only way to gain a more comprehensive perspective.

5.2 Consultative panels to represent views of stakeholders and the public

- Hong Kong Dance Company*
- The Consultative Committee and the Advisory Groups should consult both the public as well as listening to the views of practitioners from different fields of the arts and cultural sector to understand their circumstances and demands.
- Museum of Site, Ltd.*
- Under the provisional Council, a new structure of consultation such as one with a Museum Committee, Performing Arts Committee, Library Committee, Ancillary Facility Committee, Financial Matters Committee and the like can be formed to carry out their specific work.