

For Information on  
19 June 2009

**LegCo Panel on Home Affairs and Panel on Development**

**Joint Subcommittee to Monitor the Implementation of  
the West Kowloon Cultural District Project**

**The West Kowloon Cultural District Project**

**PURPOSE**

This paper aims to respond to the questions raised by the Subcommittee regarding the masterplanning of the West Kowloon Cultural District (WKCD), public engagement (PE) exercises as well as the planning and development of M+ at the meeting on 14 April 2009.

**THE MASTERPLANNING OF THE WKCD**

2. The planning approach adopted in the preparation of the Development Plan (DP) for the WKCD is first to prepare a Conceptual Plan, followed by developing a detailed DP and conducting related technical feasibility studies. Similar approaches have been adopted by other major public works projects, such as the South East Kowloon Development (SKED) (former Kai Tak Airport site). The West Kowloon Cultural District Authority (the Authority) will commission three Conceptual Plan Consultants and one Project Consultant. The three Conceptual Plan Consultants will each prepare a Conceptual Plan Option for the WKCD, while the Project Consultant is responsible for conducting related technical feasibility studies on the selected Conceptual Plan Option with a view to developing it into a detailed DP. The assessment criteria for selecting the three Conceptual Plan Consultants and one Project Consultant with respect to planning of the district are as follows:

- (a) Consultant's experience;
- (b) Creativity and innovative arts and cultural ideas
- (c) Appreciation of the objectives;
- (d) Staff organisation and experience; and
- (e) Methodology and work programme.

The Authority selects the Conceptual Plan Consultants and Project Consultant

through global invitation. Detailed information of the tender (including the assessment criteria) has been uploaded to the Authority's website ([http://www.wkcdauthority.hk/en/tender/tenderNotice\\_t2.htm](http://www.wkcdauthority.hk/en/tender/tenderNotice_t2.htm)) for public reference.

3. The Authority will listen to the views of the public and stakeholders from various sectors in preparing the DP. The Authority attaches great importance to the incorporation of public participation at different stages of the preparation of the DP. Both the Conceptual Plan Consultants and Project Consultant will attend the Stage 1 PE activities and listen to the public views in order to gauge the community's expectations on the planning of the WKCD as a whole, as well as the views of the visitors of the facilities of the arts and cultural venues and stakeholders in the arts and cultural sector.

4. In Stage 2, three Conceptual Plan Options for the WKCD will be formulated by the Conceptual Plan Consultants. Each consultant is responsible for preparing one Conceptual Plan Option in which a statement on how they have taken on board the public views received in their work should be included. The Conceptual Plan Options should also take into account the seven planning design principles worked out by the Board. Detailed information of the seven planning design principles has been uploaded to the Authority's website (Please refer to the Board paper WKCDA Board/17/2009). The Authority has stated that it would welcome further views on the seven planning design principles. The Authority will present all three Options to the public during the PE exercise. The Authority will seek public views on the three Options, including which Option is the one most acceptable to the public and can serve as the foundation of the DP. The Consultant of the selected Option will also incorporate features of the other two Options preferred by the stakeholders, including the public, the arts and cultural and other relevant sectors for the Authority's consideration and decision. For the Project Consultant front, it will prepare preliminary Schedules of Accommodation for various arts and cultural facilities in the light of the views of the visitors of the facilities and arts and cultural sector received in Stage 1 PE exercise as well as the views of the artistic professionals of the Authority.

5. In Stage 3, the Project Consultant will develop the Conceptual Plan Option selected by the Authority into a detailed DP and conduct related technical feasibility studies, including engineering, traffic and environmental impact assessments. The Project Consultant will also prepare the detailed Schedules of Accommodation for various arts and cultural facilities in the light of the feedback in Stage 2 PE exercise for further consultation. In other words, the Project Consultant, through different stages of the PE exercise, will keep close contact with the stakeholders in the arts and cultural and other relevant

sectors. The Authority will also seek views from the public and stakeholders on the detailed DP in Stage 3.

6. Public views aside, the Authority will also have to take into account the development parameters and other requirements stipulated in the South West Kowloon Outline Zoning Plan (OZP) in preparing the DP, in accordance with the requirement of the West Kowloon Cultural District Authority Ordinance. In March 2009, the Chief Executive in Council under the provisions of Town Planning Ordinance approved the South West Kowloon OZP. According to the OZP, the development parameters for the WKCD include a maximum plot ratio limit at 1.81, not more than 20% of total plot ratio for residential use, the provision of not less than 23 hectares of public open space (including 3 hectares of piazza areas and a waterfront promenade of not less than 20 metres in width) and maximum building heights ranging from 50 to 100 metres above Principal Datum.

7. The flow chart of key tasks in preparing the DP is at **Annex 1**. Since **Annex 1** is taken from the study brief, which is reference information for the consultants, it is more technical in nature. In view of this, the Authority briefly sets out below the scope of work for the various consultants for ease of reference:

**Conceptual Plan Consultant** – To prepare a Conceptual Plan option for the WKCD which should show the land uses distribution and building height profiles in the WKCD including the site area for each use; the distribution, disposition, gross floor areas and heights of all buildings for the arts and cultural facilities as well as retail, dining, entertainment, residential, hotel and commercial uses; the transport (marine, road and pedestrian) frameworks and their connectivity with adjoining areas; the visual, urban design and landscape proposals; the open space network; and the corresponding supporting infrastructures, utilities and other proposals for the option; to provide broad order of cost and revenue for the proposed developments and their supporting infrastructure requirements in the Conceptual Plan option; to confirm the prima facie feasibility of the proposed developments and infrastructures in his Conceptual Plan option by carrying out preliminary technical assessments covering traffic and transport, highway infrastructure, environment, air ventilation, marine, drainage and sewerage, water supply, utilities and sustainability; and to participate in the PE exercise.

**Project Consultant** – To contribute to the overall planning of the

WKCD by developing the Conceptual Plan Option (with approved modifications) selected by the Authority into a detailed DP, conducting related detailed technical assessments, and carrying out preliminary engineering designs for the proposed infrastructure projects; to establish the functional requirements for the arts and cultural facilities, including the preparation of preliminary and detailed Schedules of Accommodation for all arts and cultural facilities and detailed Functional Briefs for Phase one of the arts and cultural facilities; and to participate in the PE exercise throughout.

**Public Relations Consultant** – To organize and implement the three-stage PE exercise for the preparation of the DP, including the publicity, venue arrangements, formats, and delivery of the PE activities.

**Analysis and Reporting Consultant** – To independently analyse and report on the public views collected during the three stages of PE exercise, with a view to obtaining fair and objective findings. The report for each stage will be made available for public inspection.

During Stages 1 and 2, the Conceptual Plan Consultants and Project Consultant, apart from participating in the PE exercise, will also work closely together. For instance, when the Conceptual Plan Consultants are preparing the Conceptual Plan Options, the Project Consultant will prepare a list of user requirements for arts and cultural facilities in the WKCD to facilitate the Conceptual Plan Consultants in deciding the site areas and layout for such facilities.

8. Taking into account the public views, the Authority will finalise the detailed DP for submission to the Town Planning Board (TPB) for consideration, tentatively scheduled for before mid 2011. Once the TPB agrees to gazette the DP for public inspection under the Town Planning Ordinance, the Authority can proceed with the design stage of the facilities in the WKCD. The Authority is of the view that, if feasible, apart from the three iconic buildings (“M+”, Xiqu Centre and Concert Hall/Chamber Music Hall), the design of other standalone arts and cultural facilities and the piazzas in the WKCD should also be subject to a competitive process, so as to obtain suitable designs for the WKCD. This will also allow more local and overseas architects to take part in the WKCD project. In addition, the Board of the Authority also decided to engage architectural and arts students of the tertiary education institutions in the design of certain elements of the WKCD, such as street furniture (like tables and seats)

and kiosks, etc. Once the Chief Executive in Council under the provisions of Town Planning Ordinance approved the DP, the Authority can proceed with the construction stage of the WKCD.

## **ARRANGEMENTS FOR THE PE EXERCISE**

9. The Authority has earlier on announced that the PE exercise for the preparation of the DP would be divided into 3 stages. Unlike previous consultations held before the establishment of the Authority, the objective of this consultation is to turn the WKCD from vision into reality. In view of this, it is necessary for the Authority to consult the public on the overall planning and design of the WKCD. In Stage 1 PE exercise, apart from consulting the public on the planning of the WKCD, the Authority will also gauge the community's expectations of the programmes and educational activities to be offered by the WKCD in the future. The Authority will also consult the users of arts and cultural venues (including artists) on how best the facilities of such venues can facilitate their visits and work. Having said that, it does not mean that the stakeholders have to design individual facilities. Instead, their views will form the basis of public opinion and serve as an important reference for the performing arts and museum professional teams to be employed by the Authority in determining the artistic direction and specific designs of facilities inside the arts and cultural venues.

10. The Consultation Panel of the Authority (“The Consultation Panel”) considers that all PE activities should be open to public participation by means of registration and that the venue and time of every PE activity should be publicised about three weeks in advance to allow the public enough time to take note of and participate in the activity. As regards the formats of the PE activities, there will be different formats for different groups, including public forums and small group discussions. On this, the Consultation Panel will explore using visual media to introduce overseas examples of arts and cultural districts during the PE activities so that the public can gain a fuller understanding of the planning and design of the cultural district so as to facilitate the discussion. For those individuals who cannot participate in the PE exercise, the Consultation Panel considers that their views can be collected by means of a consultation leaflet/document. Moreover, organisations/stakeholder groups will also be invited to participate in the PE exercise. They include the arts and cultural sector, education sector, planning sector, youth organisations, environmental organizations, disabled persons, senior citizens, Legislative Council, District Councils, community organisations, tourism sector and retail sector, etc. To enhance the transparency of the PE exercise, audio recordings of the PE meetings will be uploaded to the

Authority's website.

11. The Consultation Panel held its first meeting on 27 May 2009 and had a preliminary discussion on the arrangements of Stage 1 PE. The Consultation Panel will hold its second meeting by early July to continue discussing the detailed arrangements of the PE exercise with a view to finalising them for carrying out the PE in August 2009.

## **UPLOADING AGENDAS AND PAPERS OF CONSULTATION PANEL MEETINGS**

12. According to the Guidelines for the Consultation Panel, the secretary of the Consultation Panel shall deliver the agenda and papers of Consultation Panel meetings to each Panel member not less than 5 clear days before the date of the meeting. The secretariat of the Consultation Panel will also upload meeting agendas and discussion papers to the Authority's website (<http://www.wkcdauthority.hk>) on the same day.

## **PLANNING AND DEVELOPMENT OF M+**

13. The Authority has completed a study on its organisational structure and decided to set up a Museum Policy and Management Services Department under the Authority's Chief Executive Officer to undertake the planning and development of the M+. The department will be manned by experienced museum professionals. They are responsible for formulating the vision, strategic positioning, and artistic direction of M+ as well as its planning and design. The Authority will soon start the recruitment exercise of the museum professionals. To facilitate the work of these professionals in the future, the Authority is conducting consultancy studies on the mode of governance of the museum and market analysis. Stage 1 PE exercise will be held this summer to collect public views on the planning of the WKCD (including M+). In other words, the information obtained from the consultancy studies and the views collected during the PE exercise will serve as reference for the museum professionals of the Authority when they are in post to formulate the mode of governance, strategic positioning and artistic direction of M+.

14. It is expected that the Authority can formulate the phasing strategy and mode of governance etc. of M+ in November 2009. All this information will also be useful to the preparation of Conceptual Plan Options, including the location of M+ in the WKCD, space required, and connectivity with other

facilities in the WKCD, etc. At the same time, the Project Consultant will prepare a draft Schedule of Accommodation for M+ with reference to the information obtained during Stage 1 PE exercise etc. The draft Schedule of Accommodation will serve as the reference for the museum professionals of the Authority so that they can further interpret and finalise the design and functional requirements of various facilities of M+. In Stage 2 PE exercise, the Authority will present the preliminary Schedule of Accommodation of M+ and all three Conceptual Plan Options to stakeholders including the arts and cultural sector and the public. After listening to the views collected from the public and stakeholders on the three Conceptual Plan Options, the Authority will select one of the Options to serve as the foundation of the detailed DP. On the other hand, in accordance with the vision, strategic positioning and artistic direction of M+, museum professionals of the Authority will set out the operation policies and work plans of M+ by early 2010, covering collection building, exhibition and activity planning, relationship with local and overseas museums, community education activities, further recruitment, and staff training, etc.

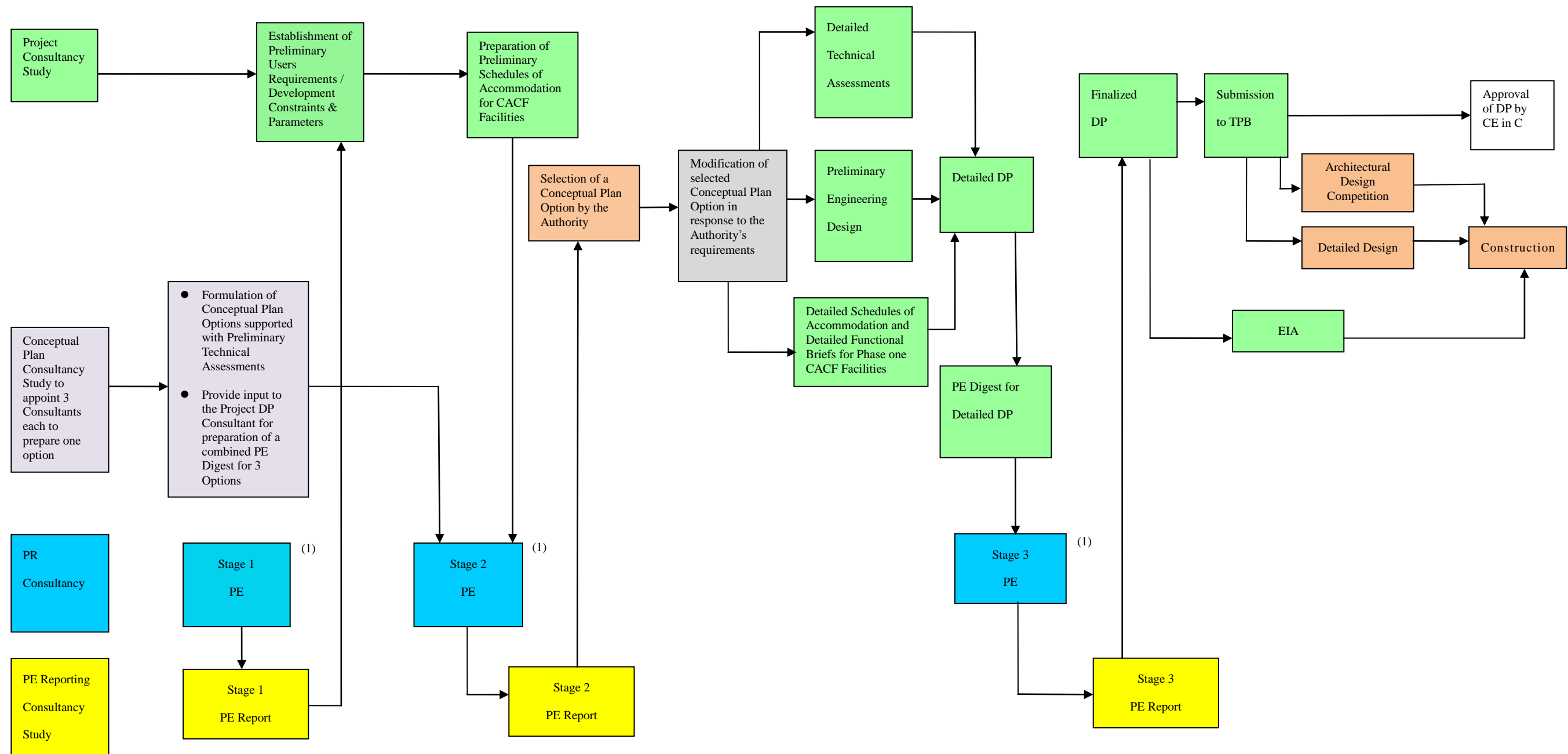
15. In preparing the detailed DP at Stage 3, the Project Consultant will also finalise the Schedule of Accommodation for M+. The detailed DP and the Schedule of Accommodation will be presented in Stage 3 PE exercise (end 2010) in order to solicit public and stakeholders' comments for further fine-tuning.

16. It is expected that the Authority will submit the DP to the TPB for consideration before mid 2011. Once the TPB agrees to gazette the DP for public inspection, the Authority will proceed with the competitive process of the architectural design of M+ as well as execute step by step the work plan of M+ and related activities.

17. A general road map of the planning and development of M+ is set out at **Annex 2**.

**Home Affairs Bureau**  
**June 2009**

Flow Chart of Key Tasks in preparing the Development Plan



Legend

- The Authority
- Project Consultancy
- Conceptual Plan Consultancy
- PR Consultancy
- PE Reporting Consultancy

- Note (1):
- Stage 1 PE - Collect stakeholders' expectations and aspirations for the WKCD development and their views user requirements for arts and cultural facilities
  - Stage 2 PE - Collect public views on the Conceptual Plan options
  - Stage 3 PE - Collect public views on the Detailed DP



**General Road Map of the Planning and Development of M+**

