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

Summary of key views and suggestions made by deputations

(1) Planning of the West Kowloon Cultural District (WKCD)	
Wan Fung Art Gallery (雲峰畫苑) [CB(2)1302/08-09(02)]	<ul style="list-style-type: none">◆ A large-scale art gifts zone should be provided in WKCD to allow the local young artists and designers to give play to their talents, and to attract local citizens and overseas visitors. The zone could also serve as a unique trade forum for international brands and commercial arts, underpinning the vibrancy and sustainable development of WKCD.
Democratic Party (民主黨) [CB(2)1302/08-09(10)]	<ul style="list-style-type: none">◆ The at-grade public areas within WKCD should be reserved as far as possible, in particular, the waterfront area should be reserved as public open space for public enjoyment.◆ As the large residential developments in the nearby old areas have fenced off the areas from WKCD, the Government should consider specifying for WKCD a stepped building height profile descending towards the harbourfront to generate a more harmonized view of the environment as a whole. WKCD should also be extended to link up with the nearby community or old areas, and to integrate with the neighbouring districts.◆ Apart from the facilities' unique design and layout, attention should also be given to factors affecting the living environment, such as the impact of WKCD's overall planning on air ventilation, permeability of natural light, and preservation of view below the ridgeline.

	<ul style="list-style-type: none">◆ A development approach of "led by the community, implemented by professionals and supported by the Government" should be adopted in taking forward the WKCD project. The West Kowloon Cultural District Authority (the Authority) should first understand thoroughly the rationale of the national policy on heritage worldwide, and then consider respectively the Hong Kong, China and international perspectives required for this world-class project in practical term, with a view to exploring in the light of this project the possibility of developing cultural industries as Hong Kong's pillars of economy in future.
Civic Party (公民黨) [CB(2)1302/08-09(05)]	<ul style="list-style-type: none">◆ During the development process of WKCD, emphasis should be placed on both urban planning and cultural planning. The humanistic spirit of the WKCD project should serve as the major driving force behind the cultural development of Hong Kong from the outset.◆ The planning of WKCD should: (a) stimulate the continuous growth of a cultural community; (b) promote the innovation and development of indigenous culture on the basis of social and cultural diversity; and (c) regard the nurturing of cultural and creative talents and the creation of a cultural metropolis as the medium and long term goals, rather than focusing solely on short term financial returns or visitor statistics.◆ WKCD should be developed into a "low carbon demonstrative zone" to keep in line with the vision for a green economy.
Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]	<ul style="list-style-type: none">◆ WKCD is a project devised for all Hong Kong citizens, the professionals who make decisions for the designs of venues as well as contents of programmes/exhibitions/collections should have a good understanding of the cultural experience and needs of the public, so that WKCD would be developed into a venue of cultural interaction where members of the public can participate actively.
Hong Kong Treble Choirs' Association Limited	<ul style="list-style-type: none">◆ An international children's performing arts centre should be included in WKCD and more

<p>(香港童聲合唱協會有限公司) [CB(2)1302/08-09(06)]</p>	<p>international and national children's art activities/festivals should be organized, thereby nurturing the younger generation's performing arts talents and ability to appreciate arts programmes, and building up local audiences.</p> <ul style="list-style-type: none"> ◆ The construction of the major venues in WKCD must take into consideration the art of chorus singing.
<p>Arts with the Disabled Association Hong Kong (香港展能藝術會) [CB(2)1302/08-09(12)]</p>	<ul style="list-style-type: none"> ◆ The facilities in WKCD should be of a "universal design"* to enable the participation of anybody, including the disabled, the elderly or people speaking different languages. <p style="text-align: center;"><i>* Products, premises and communication devices of a universal design can be used by anybody without any modification or special design.</i></p>
<p>The Hong Kong Academy for Performing Arts (香港演藝學院) [CB(2)1302/08-09(04)]</p>	<ul style="list-style-type: none"> ◆ Public spaces in integrated arts complexes should be designed to be a pleasure to be in for both the artists and audiences, so as to attract them to participate in communal meetings and other less formal gatherings. ◆ A music academy should be set up in WKCD so as to bring the musical youth and practitioners together into the same complex. The same arrangement should also apply to professional training in dance, drama and Chinese traditional theatrical performances.
<p>Hong Kong Institute of Real Estate Administrators (香港地產行政師學會) [CB(2)1302/08-09(13)]</p>	<ul style="list-style-type: none"> ◆ The development of WKCD should integrate socially and culturally with the neighbouring areas. Linkage should be established to facilitate accessibility to these areas and other connecting routes to WKCD. ◆ More flexibility should be allowed in the planning and construction of arts and cultural facilities to cater for the changing needs of users, e.g. some venues should not be bound by fixed walls so that they can be extended into open spaces for outdoor performances, public gathering, art display, exhibitions etc. ◆ A well-considered development brief should be prepared for the effective monitoring of cost, time and quality of the project. The Town Planning Board should adopt a flexible and comprehensive

	<p>planning approach when considering the Development Plan.</p> <ul style="list-style-type: none">◆ The architecture palette of WKCD should include certain iconic elements as well as more contemporary buildings.
<p>Chinese-Scottish Band (蘇格蘭中國樂隊) [CB(2)1302/08-09(20)]</p>	<ul style="list-style-type: none">◆ Spaces should be allocated to small-sized local arts groups in WKCD for setting up offices to promote their work and facilitate exchanges between foreign and local arts groups.◆ In addition to providing large-scale iconic architecture and performance venues, the WKCD project should also nurture and give support to the local small-sized arts groups as well as the arts community.
<p>The Hong Kong Institution of Engineers (HKIE) (香港工程師學會) [CB(2)1302/08-09(24)]</p>	<ul style="list-style-type: none">◆ The Administration should seriously consider the viability of separating the Development Plan into two parts, one for the buildings and the other for supporting infrastructure works. To accelerate the construction of WKCD and to create the urgently needed employment, infrastructure and less controversial developments should commence as early as possible.◆ The eastern quarter of WKCD will interface with the underground terminal of the Express Rail Link. The Authority should collaborate with the MTR Corporation in establishing the planning and design considerations of this section as soon as possible so that the railway works will not be delayed by the possible debates associated with the planning of superstructure above the railway terminal.◆ HKIE supports the Town Planning Board's decision to relax the height limit of the stand alone core arts and cultural facilities since architects and engineers will have more freedom in the design of the WKCD project.◆ The WKCD area should have a well-developed transportation network as the area would attract a significant flow of passengers.◆ The Government should consider using more renewable energy in WKCD, e.g. zero-carbon-

	<p>principle should apply to buildings in WKCD. The District Cooling System similar to that to be installed at Kai Tak should also be used in the area, and a common utility service tunnel under the main road of WKCD should be constructed to facilitate future maintenance.</p>
<p>The Real Estate Developers Association of Hong Kong (香港地產建設商會) [CB(2)1302/08-09(11)]</p>	<ul style="list-style-type: none"> ◆ The 16% project area reserved for the Retail/Dinning/Entertainment (RDE) facilities will translate into a gross floor area of 119,000 sq. m., which is even larger than the Elements Mall (93,800 sq. m.) at the neighbouring Kowloon Station. The Association is not convinced that there is a genuine demand for such a huge mass of RDE space within the WKCD as projected in the financial analysis, given that there are already very well-developed retail clusters in its vicinity.
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none"> ◆ The development parameters set out in the relevant Outline Zoning Plan e.g. limits on building height and density, may impose potential constraints in the preparation of the Conceptual Plan and the Development Plan of WKCD. Flexibility should be include in the development parameters to allow for innovative urban design and planning. ◆ As the Authority would not participate in the developement of RDE facilities, the Compay is concerned about how the compatibility between the cultural and commercial development areas would be safeguarded. ◆ The Authority should ensure close integration and connectivity between (a) various venues and developments within WKCD; and (b) WKCD and the neighbouring areas/the rest of the community. For example, connecting roads and sea access to WKCD and an electric tram system within WKCD should be planned. ◆ Public open space should be attractive so that visitors would return on a regular basis.
<p>Planet Time [CB(2)1302/08-09(21)]</p>	<ul style="list-style-type: none"> ◆ It is imperative for Hong Kong to tailor its vision of a cultural district taking into account the global trend towards creative economic development. ◆ WKCD should be divided in terms of

	<p>functionality into three levels.</p> <ul style="list-style-type: none">(a) the Public (top) level will comprise performance spaces, museums, galleries, exhibition areas, the themes of which are all related to Hong Kong's creative arts, traditional arts and contemporary arts. There will also be open public spaces, sheltered promenades, green park areas, restaurants and bars;(b) the Creative Commerce (inside) level will be the home of various creative businesses, and from which the "software" contents of WKCD's cultural performances and exhibition venues will be created. It is also where local cultural resources can be harnessed; and(c) the Education (adjacent) level will comprise academies of higher education, which will produce the artists, designers, entrepreneurs and managers of the future, and will integrate with WKCD's creative venues and businesses.
<p>The Hong Kong Institute of Planners (香港規劃師學會) [CB(2)1302/08-09(22)]</p>	<ul style="list-style-type: none">◆ The Authority should conduct a thorough social impact assessment before formulating the design proposal, and should also -<ul style="list-style-type: none">(a) consider the rationality, coordination, interactiveness, integration, sustainability and compatibility of the overall planning layout;(b) address properly the relationship between the dynamic and static environmental settings within and outside WKCD;(c) align properly the carriageway and walkway systems within and outside WKCD as well as the public transport network;(d) define clearly public green areas and public space, and plan well for the overall greening system of WKCD;(e) enhance the transparency of the plan to enable the public to understand, participate in, and commit to the plan to the greatest possible extent, and give a clear account of the sequence of and interrelationship between the

	<p>various implementation stages of the entire development project; and</p> <p>(f) address properly the relationship between the harbourfront area and the water body of the Victoria Harbour.</p>
<p>A member of the public (一名市民) [CB(2)1302/08-09(25)]</p>	<p>◆ Part of the WKCD site could be designated for an exhibition and convention centre to provide more convention and exhibition facilities and venues in Hong Kong and resolve the existing problem of insufficient facilities of the Convention and Exhibition Centre in Wanchai.</p>
<p>(2) Core arts and cultural facilities and their contents</p>	
<p>(a) <u>Planning and development of M+</u></p>	
<p>Wan Fung Art Gallery (雲峰畫苑) [CB(2)1302/08-09(02)]</p>	<p>◆ The success or otherwise of the WKCD museum cluster lies crucially on its ability to acquire quality exhibits. A series of policies on acquisition of art works should be formulated immediately, such as policies of acquiring through the Government, encouraging collectors to donate and lend out their collections, and encouraging painters to donate their art works.</p> <p>◆ The WKCD museum cluster should focus on works of Chinese visual arts.</p> <p>◆ The Gallery suggests setting up a Southeast Asia arts gallery and a venue designated for exchange exhibits of the ethnic arts of different countries.</p>
<p>West Kowloon Cultural District Joint Conference (西九龍文化界聯席會議) [CB(2)1302/08-09(03)]</p>	<p>◆ The Museum Committee under the Authority should set up as soon as possible a trust fund for operation purpose.</p>
<p>Democratic Party (民主黨) [CB(2)1302/08-09(10)]</p>	<p>◆ The arts audience base in Hong Kong is small and that for new media art is even smaller. WKCD may not be able to support a museum with such a novel theme.</p> <p>◆ Given the enormous size of M+, the Authority might not have sufficient funds to acquire valuable collections in future. Hitherto, the Authority has not formulated any plan or demonstrated any determination to resolve the</p>

	<p>collections problem.</p> <ul style="list-style-type: none">◆ M+ and the exhibition centre account for about 80% of the annual operating deficit of WKCD. The substantial operating and management costs could hardly be met if the number of visitors were limited in future.◆ In exploring the strategy and development of M+, the Museum Committee should consider providing the existing curatorial staff with more opportunities to take part in the curating work, so as to enhance the transfer of knowledge and expertise, and enable proper integration of both overseas and local perspectives.◆ The Government should make optimum use of the Interim M+ at Oil Street, North Point to facilitate relevant adjustment to the planning and financial analysis for M+ in future.
<p>Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]</p>	<ul style="list-style-type: none">◆ It is clearly specified in the recommendations of the Museums Advisory Group (MAG) that a "transitional M+" be established to operate independently as soon as possible. Given that construction work of the museums, staff training, research, acquisition of collections, establishment of international and local networks and arts education for audiences all need to be accomplished within a short timeframe of six years, such complicated and heavy workload must be handled in a highly flexible manner.◆ Given the extremely keen competition among cultural industries worldwide, a unique and innovative approach to deliver and operate a cultural institution is of utmost importance to the institution's success. An important project like M+ should allow enough room for innovation and adventure.◆ The exhibits and collections of an art museum might have tremendous impact on the art works market. Therefore, codes of conduct (even more stringent than law) should be formulated to prevent conflict of interests of the relevant members, employees and personnel.

Hong Kong Curators Association
(香港博物館館長協會)
[CB(2)1302/08-09(07)]

- ◆ The report submitted in November 2006 by the Consultative Committee on the Core Arts and Cultural Facilities of WKCD and the MAG formed under it "recommended to set up in WKCD a new and forward-looking cultural institution under the name M+, or Museum Plus", which would focus on visual culture, in place of the four museums proposed in the "Invitation for Proposal". Apparently, the recommendation is a compromise with a lot of grey areas, and many professional bodies and public views have expressed concern in this regard.
- ◆ The proposed functions of M+ are no more than that performed by the existing museums in general. The MAG report did not explain in what way were such functions considered "new".
- ◆ With its theme focusing on visual arts, the role to be played by M+ will be a duplicate of the existing Hong Kong Museum of Art and Hong Kong Heritage Museum, which would lead to unhealthy competition for collections and exhibits in future and severe waste of resources.
- ◆ Although the Government has advised that \$1 billion would be reserved for acquisition of collections, it has not revealed the categories of art works based on which the estimated sum is computed. In the absence of a clear direction and policy on acquisition of collections, how M+ would position itself in building up its collections remains a cause for concern.
- ◆ The "curatorial vision" repeatedly stressed in the report focused solely on the planning ideas of individual exhibition and overlooked the importance of a comprehensive "curatorial approach".
- ◆ The report fails to define clearly the content and the inter-relation of the four themes of M+.
- ◆ The Government should expeditiously identify a temporary site for M+, and request the pilot scheme participant to submit a "one-year plan" together with a "three-year preparatory proposal". Upon the completion of the "one-year plan", an assessment report should be submitted for open

	<p>discussion to examine the various themes and the social acceptability of the "curatorial vision".</p> <ul style="list-style-type: none"> ◆ According to the Government, M+ will attract some 2 million attendance per year. At present, a large-scale arts exhibition could normally attract some 200,000 attendance, which means that M+ would have to organize at least eight exhibitions of such scale every year.
<p>1A Space (1A空間) [CB(2)1302/08-09(19)]</p>	<ul style="list-style-type: none"> ◆ The WKCD project should be expeditiously implemented after ample consultation and planning, so as to address the shortage of museums and exhibition venues (especially exhibition venues for modern/contemporary arts) in Hong Kong. ◆ M+ is a highly versatile museum concept. Such a cultural institution should liaise closely with the local independent arts groups and collaborate with them in carrying out the cultural mission to collect, preserve, exhibit and promote arts.
<p>(b) <u>Planning and development of performance venues</u></p>	
<p>Hong Kong Treble Choirs' Association Limited (香港童聲合唱協會有限公司) [CB(2)1302/08-09(06)]</p>	<ul style="list-style-type: none"> ◆ The performance venues proposed by the Authority would be primarily general venues, not distinguishable from those of the Cultural Centre and the various town halls. ◆ Although it is indicated in the the Authority's pamphlet that venues will be reserved for arts education, the educational and cultural programmes of amatermish interest might not be able to afford the high rental of such venues. ◆ The art of chorus singing should be factored in the design of the venues in WKCD, in particular the acoustics and stage designs of such venues.
<p>Arts with the Disabled Association Hong Kong (香港展能藝術會) [CB(2)1302/08-09(12)]</p>	<ul style="list-style-type: none"> ◆ The programmes to be staged in WKCD should be both sophisticated and popular (including arts with the disabled). Arts village, office and rehearsal facilities for arts groups should be provided to attract audiences and visitors. ◆ The future WKCD should formulate various marketing strategies for different kinds of programmes, and explore new markets or markets

	<p>which have long been overlooked (such as arts markets for the disabled).</p>
<p>The Hong Kong Philharmonic Orchestra (香港管弦樂團) [CB(2)1302/08-09(17)]</p>	<ul style="list-style-type: none"> ◆ The Orchestra welcomes the development of WKCD, in particular the inclusion in the plan of a first class concert hall for symphonic music. ◆ The mode of operation of each of the venues in WKCD should be considered very carefully in relation to the needs, aspirations and competencies of the resident companies for whom the venues are being constructed. ◆ There should be close working relationship between the project management team and those companies which will eventually become the resident performing companies of the completed venues. ◆ As concert hall acoustics are profoundly determined by the shape of the room, the acoustic needs of the concert hall should be studied before the commencement of any external design concept in the concert hall. ◆ In order to ensure that the finished venue will be of the highest calibre, WKCD should enshrine a fundamental commitment to excellence in design and construction.
<p>The Hong Kong Academy for Performing Arts (香港演藝學院) [CB(2)1302/08-09(04)]</p>	<ul style="list-style-type: none"> ◆ The WKCD venues should be designed to enable facilities for community engagement and as an interface for public encounter with arts practice in the round. ◆ The arts and cultural facilities in WKCD should be managed by in-house management and production crew who are resident staff with theatre-trained backgrounds. ◆ For the building of a committed audience base and developing of regular programmes for locals and tourists, major Hong Kong performing companies should be provided with a theatre venue and proper rehearsal/office facilities, to be operated and managed professionally by the performing companies concerned.
<p>Chinese-Scottish Band</p>	<ul style="list-style-type: none"> ◆ The major performance venues in WKCD should be designed as the top venues for performing arts

<p>(蘇格蘭中國樂隊) [CB(2)1302/08-09(20)]</p>	<p>in the South China region, with a view to attracting large-sized performing companies and mainland visitors.</p>
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none"> ◆ The Company is concerned about the scale of the proposed core arts and cultural facilities (CACF) and the financial viability in the operation of these facilities. ◆ Flexibility should be allowed in the planning of CACF to reflect the changing needs of the industry or community.
<p>Planet Time [CB(2)1302/08-09(21)]</p>	<ul style="list-style-type: none"> ◆ The largest performance venue in WKCD should be used for staging the district's main cultural events : a "Greatest Show On Earth", an ongoing weekly saga, a huge extravaganza of Chinese drama, music, storytelling and large scale aerial acrobatics, and a Chinese version of a large-scale Aida opera.
<p>(3) Financial arrangements</p>	
<p>The Composers & Authors Society of Hong Kong Ltd. (香港作曲家及作詞家協會) [CB(2)1302/08-09(01)]</p>	<ul style="list-style-type: none"> ◆ A master design plan to ensure the integration of different components is crucial for such a massive project. Adequate funds should be provided in this regard.
<p>Hong Kong Alternatives (香港更美好) [CB(2)1302/08-09(09)]</p>	<ul style="list-style-type: none"> ◆ The project should be financed mainly by private and corporate donations with a small amount of seed money from the Government, as in the case of the Millenarian Park of Chicago.
<p>The Real Estate Developers Association of Hong Kong (香港地產建設商會) [CB(2)1302/08-09(11)]</p>	<ul style="list-style-type: none"> ◆ The Association is unable to support the funding model whereby the operating costs of the CACF are to be met by the rental proceeds from the RDE facilities. The Association maintains that any RDE facilities to be provided should be genuinely ancillary and limited to servicing the patrons of the venues within the WKCD. A glut of retail space created by the action of the the Authority would hardly be in the interest of the community.
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none"> ◆ The RDE facilities to be developed by private sector partners should integrate with the arts and culture portion of WKCD. Input from experts as to the type and scale of the retail provision and the merchandising mix should be sought.

<p>Planet Time [CB(2)1302/08-09(21)]</p>	<ul style="list-style-type: none"> ◆ WKCD should become a self-sustainable entity.
<p>(4) West Kowloon Cultural District Authority</p>	
<p>The Composers & Authors Society of Hong Kong Ltd. (香港作曲家及作詞家協會) [CB(2)1302/08-09(01)]</p>	<ul style="list-style-type: none"> ◆ Dedicated professionals with the commitment to serve the local cultural arena and necessary administrative experience should be appointed.
<p>West Kowloon Cultural District Joint Conference (西九龍文化界聯席會議) [CB(2)1302/08-09(03)]</p>	<ul style="list-style-type: none"> ◆ The Authority should establish for specialized categories (including operation mechanism, transparency, equal participation opportunities for the public, project viability, as well as cost effectiveness) different assessment criteria by means of annual objectives, plans and public assessment etc. It should also set up permanent panels of experts and non-government professionals to conduct assessment separately. The panel of experts should comprise overseas experts. ◆ All the Authority members should be appointed for a term of two to three years, and consultation with the Legislative Council ("LegCo") and the public should be conducted prior to their appointments. ◆ To enhance transparency, the agenda and minutes of the Authority's meetings should be uploaded to the website. ◆ The Authority should announce as to whether the recommendations (such as conducting open competitions for major buildings) put forward in the Recommendation Report of the former Consultative Committee on the Core Arts and Cultural Facilities of WKCD would be implemented, and report to LegCo, the monitoring authority, any discrepancy between the ideas and the actual approach. ◆ The organisation suggests enhancing the transparency of the recruitment and procurement decision-making processes of the Authority's members, its co-opted members and consultants at various levels, and the upholding of ethics and integrity during such processes. Besides, all the interests declared by the Authority members

	should be annexed to the Authority's annual report.
Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]	◆ While members of the Authority and its committees are elites from various sectors, very few of them are experienced professionals in such fields as design, construction and operation of large-scale cultural facilities. The roles and functions of the Authority and its committees should be specified and clearly delineated so that professional decisions would not be made by non-professionals.
Zuni Icosahedron (進念•二十面體) [CB(2)1302/08-09(18)]	◆ The chairmen of the various committees under the Authority all came from the business and political sectors, and the selection process was neither fair nor transparent. This might lead to public speculation that WKCD would be just another real estate infrastructural project disguised as a cultural project.
Hong Kong Curators Association (香港博物館館長協會) [CB(2)1302/08-09(07)]	◆ The MAG recommended in its Report that M+ should be managed by a statutory body with an independent board of trustees. The Authority should expeditiously explore the selection method, operation mode and relevant legal issues concerning the Museum Committee or the board of trustees.
Hong Kong Alternatives (香港更美好) [CB(2)1302/08-09(09)]	◆ A full time professional with proven experience in the arts and culture field should be appointed to head the WKCD development.
Hong Kong Institute of Real Estate Administrators (香港地產行政師學會) [CB(2)1302/08-09(13)]	◆ The six committees of the Authority should work collaboratively with a clear delineation of duties to achieve the objectives of the Authority.
Chinese-Scottish Band (蘇格蘭中國樂隊) [CB(2)1302/08-09(20)]	◆ Regular meetings with representatives from various forms of performing arts should be convened to give recommendations to the Authority's Performing Arts Committee.
The Hong Kong Institution of Engineers (香港工程師學會) [CB(2)1302/08-09(24)]	◆ To speed up the implementation of the WKCD project and to offer the much needed employment opportunities, temporary contract staff should be employed in the interim for the planning of the projects. For the retention of their expertise and experience, these contract staff should be given

	<p>the priority for appointment as permanent staff where suitable posts arise in future.</p> <ul style="list-style-type: none"> ◆ Qualified professionals should be remunerated with reasonable market salaries in order to attract applicants with good professional standard.
<p>The Real Estate Developers Association of Hong Kong (香港地產建設商會) [CB(2)1302/08-09(11)]</p>	<ul style="list-style-type: none"> ◆ The Association notices the conspicuous absence of representation of the real estate development industry on the Development Committee formed under the Board of the Authority. The Committee may actually benefit from the input of a representative appointed from the industry during the planning and implementation of the WKCD Project.
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none"> ◆ The Authority should integrate or work in collaboration with an overall harbour management entity in future, in view of WKCD's harbourfront position and the fact that its development must take this sensitive location into account.
<p>(5) Consultation and public engagement</p>	
<p>Civic Party (公民黨) [CB(2)1302/08-09(05)]</p>	<ul style="list-style-type: none"> ◆ Throughout the entire process of the planning, construction and development of WKCD, the Government should adopt the bottom-up approach as the basic principle of community engagement and development planning. Through concerted efforts and interaction of the cultural sector and the various local communities, WKCD would become the cultural vision shared by the 7 million of Hong Kong people.
<p>Democratic Party (民主黨) [CB(2)1302/08-09(10)]</p>	<ul style="list-style-type: none"> ◆ The committees formed under the Authority should have an in-depth understanding of the views raised by different parties and artists. ◆ All the planning work and design of the various buildings should engage the participation of the stakeholders and the public. ◆ In formulating the relevant consultation procedures in future, the Authority should: (i) allow public engagement right from the initial planning stage; (ii) gather views by way of workshops, group discussions and questionnaires; (iii) make use of three-dimensional graphics and videos to present to the public the planning and

	<p>development concepts as well as their impact on urban space; and (iv) allow sufficient time for the public to express their comments.</p> <ul style="list-style-type: none">◆ Public engagement should include partnership with the business sector, with a view to laying the groundwork for business sector's support to the development of innovative cultural and education enterprises.◆ The Authority should study the synergy of the cultural area, park area, and commercial and residential area within WKCD in pragmatic manner.◆ The cultural area within WKCD should first be developed. The development approach should give prior consideration to aggregation of cultural talents and participatory flow of local people.
<p>Zuni Icosahedron (進念•二十面體) [CB(2)1302/08-09(18)]</p>	<ul style="list-style-type: none">◆ The public consultation conducted by the administration was superficial and non-systematic, making it very difficult to analyse and gauge recommendations worthy of consideration.◆ The Government should follow the urban planning consultation methods adopted by other cities, and enlist experienced major arts organisations to form a core task force or an arts/cultural council with statutory power, so as to formulate long term plans for Hong Kong cultural development.
<p>Hong Kong Institute of Real Estate Administrators (香港地產行政師學會) [CB(2)1302/08-09(13)]</p>	<ul style="list-style-type: none">◆ The Authority should solicit views of various stakeholders including prospective clients/customers, service providers, community representatives, non-governmental organizations and international organisations through various public engagement activities such as roving exhibitions, focus group workshops, community engagement forums, comment cards, interview questionnaires, telephone polls, and briefings to relevant public and advisory bodies.
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none">◆ Apart from the Conceptual Plan and the Development Plan, the community should also be engaged in finalizing the capacity and design of the principal performance venues in WKCD.

<p>The Hong Kong Institute of Planners (香港規劃師學會) [CB(2)1302/08-09(22)]</p>	<p>◆ Schedules should be formulated for each stage's with public consultation and public engagement exercises. The public should be provided with details of the relevant content, implementation approach, procedures and methods in handling public views, and ways to ensure that public views would be respected and reflected in the revised proposal in future.</p>
<p>(6) Cultural policy, manpower training and software development</p>	
<p>Wan Fung Art Gallery (雲峰畫苑) [CB(2)1302/08-09(02)]</p>	<p>◆ The richly diversified collections and artistic ambience of WKCD would provide an aesthetic education base for the entire local population, with a view to improving the arts environment of Hong Kong. The Government should formulate effective measures to encourage local artists to commit to creative productions. Local businesses should also be encouraged to support the promotion of Hong Kong arts.</p>
<p>Democratic Party (民主黨) [CB(2)1302/08-09(10)]</p>	<p>◆ The Government's subsidy policy should assist the full-fledged professional performing arts companies to gradually achieve independent development, and thereby make available resources for the young and budding performing arts groups. Besides, the scope of art forms receiving subvention should be extended to enable the development of such forms of performing arts which receive less support from the market.</p>
<p>Civic Party (公民黨) [CB(2)1302/08-09(05)]</p>	<p>◆ In order to implement the planning for WKCD, further review and exploration should be conducted in respect of Hong Kong's overall cultural policy. A substantial cultural policy should cover policy areas including conservation, transmission of culture, formation of local community culture, development of cultural citizenship, free environment for creativity, development of creative talents and industries, media education and public engagement.</p>
<p>Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]</p>	<p>◆ As cultural software development involves the preservation and interpretation of local culture, the Government should expeditiously devise a mechanism to develop a cultural software team composed of local talents. In view of the recent economic downturn, the WKCD project may provide young people with the opportunity to</p>

	<p>receive the necessary training to join the arts management trade.</p>
<p>Hong Kong Arts Centre (香港藝術中心) [CB(2)1302/08-09(16)]</p>	<ul style="list-style-type: none"> ◆ For Hong Kong to become the capital of arts and culture in Asia, the Authority should develop WKCD as a creative hub and weave it into the existing network of small and medium size art organizations and venues to create synergy. ◆ There is an urgent need to develop cultural software, including the nurturing of artists, building of audience and artistic contents, and training of curators, arts administrators and technical staff. ◆ At a time when the development of cultural software is much needed to prepare for WKCD, the Hong Kong Arts Centre could be a useful strategic partner for the Authority.
<p>Zuni Icosahedron (進念•二十面體) [CB(2)1302/08-09(18)]</p>	<ul style="list-style-type: none"> ◆ When the 21.6 billion endowment for WKCD was approved by LegCo, the Government made an undertaking that the sum would also cover software development. However, a government official responsible for the WKCD project recently told the arts and cultural sector that the 21.6 billion endowment would all be spent on hardware. While the Government has claimed that software development would be the responsibility of the Home Affairs Bureau ("HAB"), HAB so far has not acted or given any account on the required planning for WKCD development.
<p>The Hong Kong Philharmonic Orchestra (香港管弦樂團) [CB(2)1302/08-09(17)]</p>	<ul style="list-style-type: none"> ◆ The cultural development of Hong Kong requires a profound partnership between the resident companies and the funding body, and their commitment to a development plan which will underpin the necessary growth for the success of WKCD.
<p>The Hong Kong Academy for Performing Arts (香港演藝學院) [CB(2)1302/08-09(04)]</p>	<ul style="list-style-type: none"> ◆ The Academy is seeking to develop culture through providing quality programmes, nurturing potential and developing humanware ◆ In addressing the production personnel shortages, the School of Theatre and Entertainment Arts has launched a series of fast-track programmes in the areas of Technical Management, Lighting, Sound,

	<p>Property Making and Scenic Painting and in view of the industry trend for multi-skilled production personnel, the School has incorporated several areas of study to broaden students' exposure to different disciplines. This will provide the required human software when WKCD comes into operation.</p>
<p>Hong Kong Arts Administrators' Association Ltd (香港藝術行政人員協會有限公司) [CB(2)1302/08-09(14)]</p>	<ul style="list-style-type: none"> ◆ The Authority should be more proactive in developing arts/events administrators across a range of disciplines to meet the high demand for such expertise upon the completion of WKCD. ◆ The Authority should collaborate with the Hong Kong Arts Development Council to facilitate internships at various professional arts organisations in Hong Kong, and to fund manager-level staff exchanges between arts organisations and other major performance centres around the world. However, such initiatives should be thought through in a comprehensive manner to safeguard the resources of organisations from which these trainees are drawn.
<p>1A Space (1A空間) [CB(2)1302/08-09(19)]</p>	<ul style="list-style-type: none"> ◆ The WKCD project should take on the core cultural values to enhance the local cultural and artistic landscape, build up an environment conducive to creativity, and popularize arts and cultural appreciation.
<p>Hong Kong Institute of Real Estate Administrators (香港地產行政師學會) [CB(2)1302/08-09(13)]</p>	<ul style="list-style-type: none"> ◆ The development of cultural software is essential to underpin the sustainable operation of the WKCD project.
<p>Professional Property Services Limited [CB(2)1302/08-09(08)]</p>	<ul style="list-style-type: none"> ◆ For the success of WKCD, the Authority should encourage wider participation of the local community in arts and culture issues. ◆ Every effort should be made to offer more training opportunities and overseas exposure in arts and culture administration and curatorship.
<p>A member of the public (一名市民) [CB(2)1302/08-09(25)]</p>	<ul style="list-style-type: none"> ◆ In nurturing/enhancing local culture, priority should be given to the software. Without local talents/culture, large-sized museums and performance venues would just be left idle, and taxpayers' money as well as the valuable land

	<p>resources would be wasted.</p> <ul style="list-style-type: none"> ◆ If the administration wishes to attract visitors of culture tourism, it should give heed to the nurturing of local culture, as foreign visitors would mostly find interest in appreciating local culture.
(7) The Administration's role	
<p>Democratic Party (民主黨) [CB(2)1302/08-09(10)]</p>	<ul style="list-style-type: none"> ◆ The Government should provide more opportunities for local artists to display their works as far as possible, including enhancing the management and operation mode of cultural venues and the relevant ancillary facilities, so as to provide more exhibition space. ◆ It is necessary for the Government to conduct various kinds of study and survey on arts and culture. For example, a survey on local arts audiences would facilitate the implementation of different initiatives to expand the arts audience population (especially young people) through awards or subsidy system.
<p>Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]</p>	<ul style="list-style-type: none"> ◆ The Government should ensure a legal and rationalized operation of the Authority through proper monitoring, and minimise bureaucratic invention by civil servants so that the project can be taken forward swiftly.
<p>Dr Robert CHUNG, Director of Public Opinion Programme of the University of Hong Kong (香港大學民意研究計劃總監鍾庭耀博士) [CB(2)1302/08-09(15)]</p>	<ul style="list-style-type: none"> ◆ The Government should give full autonomy the researcher(s) or consultant(s) to be commissioned in studying public opinion on WKCD, and adhere to prevailing professional standards in the conduct and use of public opinion research.
<p>Zuni Icosahedron (進念•二十面體) [CB(2)1302/08-09(18)]</p>	<ul style="list-style-type: none"> ◆ The Government should wait until the formation of a full-time team of non-civil servants comprising a dedicated executor director for WKCD and the relevant professionals before taking forward the WKCD project in full strength. ◆ The Government should immediately review the roles, functions and distribution of powers among

	<p>HAB, the Leisure and Cultural Services Department and the Arts Development Council. It should also draw together its resources and manpower management experience to set up a cultural and creative industries council for the development of Hong Kong's cultural creativity.</p> <ul style="list-style-type: none">◆ As WKCD is tasked with the responsibility to enhance the cultural ecology of Hong Kong as a whole, the Government should give priority to attaining the arts and cultural development goal, with a view to maintaining a diversified and prosperous cultural ecology within the public arena.◆ The Education Bureau and HAB should expeditiously formulate corresponding policies on basic arts education (such as arts appreciation and universal education) and higher arts education (such as nurturing professional arts managers).
<p>Hong Kong Curators Association (香港博物館館長協會) [CB(2)1302/08-09(07)]</p>	<ul style="list-style-type: none">◆ If the Administration should adopt "corporatization" of museums as a measure or means to complement the WKCD project, there will be significant changes in the manpower market for curatorial staff. The Administration should indeed consider and plan very carefully all relevant factors.◆ The Government should expeditiously conduct a serious and pragmatic "study on the demand for arts and cultural manpower", with a view to formulating a specific development perspective for the future manpower resources of WKCD. It should also formulate policies and provide resources to encourage and complement the efforts of education institutions to train up the required talents.
<p>Arts with the Disabled Association Hong Kong (香港展能藝術會) [CB(2)1302/08-09(12)]</p>	<ul style="list-style-type: none">◆ As the Government have not formulated any comprehensive strategy for arts with the disabled, a situation often arise where "development is made possible with subsidy, without subsidy, not a single chance for development". The Association strongly hopes that the Government will face up to the people with disabilities' needs in the field of arts and give support to arts with the disabled in a systematic manner.

<p>1A Space (1A空間) [CB(2)1302/08-09(19)]</p>	<ul style="list-style-type: none"> ◆ The Government should adopt the promotion of creative culture as the major premise and extensively invite members of the public and cultural institutions to exchange views on the latest recommendations concerning the development approach and economic efficiency of the project. In addition, the Government should also work out the implementation schedule in a resolute manner. ◆ The Government should encourage the community and various arts groups to collaborate in the developing Hong Kong's arts and cultural collections, and M+ should actively take up the responsibility to preserve the arts and cultural data. The above would incite interest of various sectors of the community in Hong Kong's arts history. In addition, resources should also be allocated for education in arts review.
<p>(8) Other comments</p>	
<p>West Kowloon Cultural District Joint Conference (西九龍文化界聯席會議) [CB(2)1302/08-09(03)]</p>	<ul style="list-style-type: none"> ◆ A monitoring committee on the work of the Authority should be set up by LegCo to hold meetings regularly and invite the Authority's members and Chief Executive Officer to attend its meetings to answer questions. Professional organizations in the non-government sector should also be invited to attend the meetings and raise questions for response by the relevant representatives. ◆ The monitoring committee on the work of the Authority formed under LegCo should liaise closely with the Consultation Panel under the Authority.
<p>Mr Oscar HO Hing Kay, Director of MA Programme in Cultural Management, the Chinese University of Hong Kong (香港中文大學文化管理課程主任何慶基先生) [CB(2)1302/08-09(23)]</p>	<ul style="list-style-type: none"> ◆ The 2008 WKCD proposal passed by LegCo and recognized by the community is a shared public agreement. All important decisions must be made on the basis of this proposal.
<p>Chinese-Scottish Band (蘇格蘭中國樂隊) [CB(2)1302/08-09(20)]</p>	<ul style="list-style-type: none"> ◆ Representatives of the relevant local arts groups should be invited to take part in all the performances and activities in WKCD for free, so as to widen their perspective.

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