

**立法會**  
**Legislative Council**

LC Paper No. CB(2)1175/11-12  
(These minutes have been seen  
by the Administration)

Ref : CB2/PS/2/08

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

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

**Minutes of meeting  
held on Friday, 26 August 2011, at 10:00 am  
in Conference Room A of the Legislative Council Building**

- Members present** : Hon IP Kwok-him, GBS, JP (Chairman)  
Hon LEE Wing-tat (Deputy Chairman)  
Ir Dr Hon Raymond HO Chung-tai, SBS, S.B.St.J., JP  
Hon James TO Kun-sun  
Hon Emily LAU Wai-hing, JP  
Hon Timothy FOK Tsun-ting, GBS, JP  
Hon Abraham SHEK Lai-him, SBS, JP  
Prof Hon Patrick LAU Sau-shing, SBS, JP  
Hon Cyd HO Sau-lan  
Hon Starry LEE Wai-king, JP  
Dr Hon Priscilla LEUNG Mei-fun, JP  
Hon CHEUNG Kwok-che  
Hon Paul TSE Wai-chun, JP  
Hon Alan LEONG Kah-kit, SC  
Hon Tanya CHAN  
Hon WONG Yuk-man
- Members absent** : Hon CHAN Kam-lam, SBS, JP  
Hon Mrs Sophie LEUNG LAU Yau-fun, GBS, JP  
Hon WONG Yung-kan, SBS, JP  
Hon CHEUNG Hok-ming, GBS, JP  
Hon CHAN Hak-kan  
Hon WONG Sing-chi

**Public Officers** : Agenda item I and II  
**attending**

Home Affairs Bureau

Miss Salina YAN, JP  
Deputy Secretary for Home Affairs (3)

West Kowloon Cultural District Authority

Mr Michael LYNCH  
Chief Executive Officer

Agenda item II

Home Affairs Bureau

Mr Norman HEUNG, JP  
Project Manager (Home Affairs Bureau)

West Kowloon Cultural District Authority

Dr CHAN Man-wai  
Executive Director, Project Delivery

Dr Eva LAM  
Executive Director, Finance

**Clerk in** : Mr Thomas WONG  
**attendance** : Chief Council Secretary (2)2

**Staff in** : Ms Alice LEUNG  
**attendance** : Senior Council Secretary (2)2

Miss Emma CHEUNG  
Legislative Assistant (2)2

Miss Monique TSEUNG  
Clerical Assistant (2)2

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**I. Dialogue with the Chief Executive Officer ("CEO") of the West Kowloon Cultural District Authority ("WKCD")**  
[LC Paper Nos. CB(2)2530/10-11(01) and (02)]

The Joint Subcommittee deliberated (index of proceedings at **Annex**).

2. At the Chairman's invitation, Mr Michael Lynch, new CEO/WKCD, delivered his opening remarks (LC Paper No. CB(2)2530/10-11(01)). Members generally expressed appreciation for him to take up the challenging post of CEO/WKCD and hoped that he could get the West Kowloon Cultural District ("WKCD") project going with commitment and dedication.

Implementation of the WKCD project

3. Ms Starry LEE and Dr Priscilla LEUNG asked about the worst-case scenario envisaged by CEO/WKCD for the WKCD project and whether he could give Hong Kong people confidence to press ahead with the project, even if the worst-case scenario occurred.

4. CEO/WKCD advised that the worst-case scenario might be the failure to meet the timeframe for the WKCD project. WKCD had conducted Stage 1 and Stage 2 Public Engagement ("PE") exercises specifically on what the project would cover and how to take forward it. The most critical issue arising from Stage 2 PE exercise was how to determine the phasing of core arts and cultural venues in WKCD. WKCD would be in a good position to conclude Stage 3 PE exercise by addressing the issues raised in previous PE exercises and submit the Development Plan ("DP") around the end of 2011 to the Town Planning Board ("TPB") for consideration. The first venue was expected to be delivered by the end of 2015. CEO/WKCD also advised that he had just turned 60 and was prepared to devote a long period of time in Hong Kong to the realization of the project.

5. Stating his opposition to the WKCD project, Mr WONG Yuk-man queried whether CEO/WKCD had any understanding of Hong Kong politics, particularly the political controversies over the WKCD project. CEO/WKCD advised that he had studied politics and spent considerable time understanding the history and issues of the project. In his view, while the project might not be supported by some people, it would provide a fantastic opportunity to address the issue of balancing the economic and social developments in Hong Kong. WKCD would also provide an arena and facilities for people to conduct arts and cultural activities freely. He hoped that during the next few years, more public support would be built for the project.

6. Mr WONG Yuk-man opined that members of the public generally lacked confidence in the WKCD project, as they were disgusted with developer hegemony with which the project had associated and the current Government was weak. He called on CEO/WKCDA to assure members that the project would not be subject to political pressure or pressure from the business sector and would not deviate from its vision of promoting arts and culture. CEO/WKCDA responded in the affirmative and advised that it was the Government's conscious decision to develop the project in a different way to meet the public interests instead of the demand of property developers or other interest groups. The submission of DP to TPB would enhance public confidence in the realization of the project.

7. Dr Priscilla LEUNG called on WKCDA to ensure that the WKCD project would bring actual benefits to the local economy, such as the labour and professional sectors. CEO/WKCDA assured members that WKCDA would endeavor to provide employment opportunities arising from the project to local labour and professionals.

#### Provision of arts and cultural facilities

8. Miss Tanya CHAN sought information on WKCDA's criteria for determining the priority of putting in place arts and cultural venues in various phases of the WKCD development. CEO/WKCDA advised that some venues were expected to be realized in a relatively short period of time. For instance, the Centre for Contemporary Performance, which was predicated on the needs to get new or small arts groups into the WKCD site, was expected to be available upon completion of the railway project on the site. It was also hoped that the construction of some complicated venues, such as M+, would commence and conclude as soon as practicable. Some facilities like Music Centre and bigger theatres would require longer construction time, as they would involve connections with train lines, other building projects and underground infrastructure. The mode of operation (such as public private partnerships) of some other facilities was under consideration and the timing of their implementation remained uncertain. WKCDA had endeavored to strike a balance in the priorities of various arts and cultural facilities in the preparation of DP for submission to TPB.

9. Miss Tanya CHAN and Prof. Patrick LAU enquired about the progress of M+. Prof. Patrick LAU also called on WKCDA to organize activities (such as exhibitions) to introduce the concept and vision of M+ to the public. CEO/WKCDA advised that M+ would provide a unique opportunity to do something different. Dr Lars Nittve (Executive Director, M+ of WKCDA) was the right person to take M+ forward and had great support from the artistic

community. After the submission of DP to TPB, WKCDA would focus on developing M+ collections, building connections with the public and private museums in Hong Kong, and organizing a range of activities on the WKCD site to enhance public understanding of what M+ would be in the next few years.

10. Prof. Patrick LAU hoped that the design competitions for M+ and other landmark facilities in WKCD would be launched as soon as possible. CEO/WKCDA advised that holding design competitions for a number of arts and cultural venues was a critical part of the WKCD project. Details of such competitions, which would be open to local and overseas designers, would be made public soon, and the first competition was likely to be launched around late 2011 upon the formation of the organizing committee and jury.

#### Cultural software development

11. Mr Alan LEONG opined that to a large extent, the success of WKCD would hinge on its cultural programming. He expressed worry that WKCDA would merely support the production of profitable programmes to cope with its financial pressure or act as an operator to lease venues to artists. Mr Alan LEONG and Miss Tanya CHAN also sought CEO/WKCDA's views on WKCDA's strategy for programming.

12. CEO/WKCDA advised that the Executive Director, Performing Arts of WKCDA had been heavily involved in the discussion with artists and arts organizations on the programming for WKCD. In his view, to make the WKCD project work, WKCDA should play a significant role in the development of an artistic policy and programming. Its role was not to create a central command which would produce all programmes but to collect and reflect the aspirations of the arts community.

13. Miss Tanya CHAN pointed out that Mr Lynch's predecessor had attached importance to the development of cultural software, especially arts education, and therefore the three Conceptual Plan Options ("CPOs") had contained significant educational elements. She hoped that the WKCD development would be closely integrated with the promotion of arts education in the community to broaden the audience base, and WKCDA would closely communicate with the Home Affairs Bureau, which was responsible for formulating the arts policy in Hong Kong.

14. Mr Alan LEONG sought CEO/WKCDA's view on the strategy for venue management, including whether to adopt the artistic accountability system as proposed by the Subcommittee on West Kowloon Cultural District

Development in the Third Legislative Council ("LegCo") and outsource the management of arts and cultural venues in WKCD. CEO/WKCDA advised that WKCD would build and run the venues. The phasing arrangements and construction timetable for individual venues were expected to be worked out in the coming months.

Use of public space

15. Ms Cyd HO pointed out that the local arts and cultural sector generally preferred "Project for a New Dimension", the CPO designed by the Office for Metropolitan Architecture, as it had designated various spaces in WKCD for arts and cultural purposes. While the preferred CPO "City Park" designed by Foster+Partners could facilitate the phased development of WKCD, it might allow flexibility for the Government to change the use of certain portions of the WKCD site for commercial purposes. She asked how to secure the spaces for arts and cultural activities in WKCD. CEO/WKCDA advised that there had been a clear delineation between commercial space and artistic space in WKCD. The balance between them had been struck quite sensitively, and he received no indication that it would be changed.

16. Ms Cyd HO pointed out that the public space in Hong Kong had all along been subject to various regulations, which were not conducive to arts and cultural activities. For instance, members of the public were not allowed to lie on the grass, sing and play musical instruments in public parks. In addition, the Places of Public Entertainment Ordinance (Cap. 172) had been invoked to prosecute a member of the Hong Kong Alliance in Support of Patriotic Democratic Movements in China for erecting a replica of the Goddess of Democracy Statute outside Times Square in Causeway Bay without an exhibition license in May 2010. She asked how the public space would be managed in WKCD. She also called on CEO/WKCDA to be aware of the regulations relating to the use of public space and strive to protect the freedom of expression in WKCD. CEO/WKCDA advised that while there were always some limits to the use of any big venues or public space to ensure safety, etc., a main task for WKCD was to create a public space in WKCD and make it accessible to all Hong Kong people. They would be allowed to enjoy freely on the grass and street performances would be encouraged in WKCD.

17. In response to Ms Cyd HO's question on whether to review the relevant regulations to grant autonomy to WKCD in the management of the public space in WKCD, Deputy Secretary for Home Affairs (3) ("DSHA(3)") advised that the Government was very supportive of the development of arts and culture in public space. The public space in WKCD would be for public use and the Government would not take it for other purposes.

18. Noting that the first venue would not be available in WKCD until around the end of 2015, the Deputy Chairman suggested that WKCDA should first make available the park areas in WKCD where free arts performances could be staged to facilitate audience building. CEO/WKCDA advised that in WKCDA's plan, the park areas would be the first deliverable project and interim arts and cultural activities would take place on the WKCD site before the commissioning of Phase 1 facilities.

#### Connectivity of WKCD

19. In response to Ms Emily LAU's concern about the accessibility to the WKCD site, CEO/WKCDA advised that it was very important to ensure WKCD to be a place for everyone. Putting the roads and vehicles underneath the WKCD site would facilitate easy accessibility to the site. WKCDA was discussing with relevant government departments, such as the Transport Department, on how to improve the external connections with the site.

20. Prof. Patrick LAU opined that to enhance the connectivity of pedestrian access to WKCD, the development of its park areas should be integrated with the waterfront planning of the Victoria Harbour. CEO/WKCDA advised that WKCDA would strive to ensure an effective integration of the harbourfront planning (including transport) with WKCD, as this was crucial for realizing the preferred CPO and would bring long-term benefits to WKCD and improve the public life.

21. Dr Priscilla LEUNG asked whether a water taxi service would be available to enhance the connectivity of WKCD, given the decrease in cross-harbour ferry service. CEO/WKCDA advised that WKCD would have proposed piers/landing steps to accommodate some forms of water boat services. WKCDA had all along attached importance to the linkage of WKCD with various districts through underground and marine traffic, and would endeavor to keep the site vibrant both in day time and at night.

#### Interaction with the arts community

22. The Deputy Chairman recalled that at the Joint Subcommittee meeting on 16 May 2011, he asked the local arts groups attending the meeting whether they treated WKCDA as their partner but received no positive response. He asked how WKCDA could convince local arts groups that it was their partner, so that both sides would share a common vision to take forward the WKCD project together. CEO/WKCDA responded that he was not surprised that local arts groups had not treated WKCDA as their partner, as WKCDA had not

indicated to them the phasing arrangements for WKCD and the impact of the project on their operation and relationship with the Leisure and Cultural Services Department ("LCSD"). In the first few weeks after his arrival in Hong Kong, he had tried to establish direct contact, and engage in on-going discussions, with local arts groups to understand their concerns, with a view to developing a long-term relationship.

23. Miss Tanya CHAN and Ms Emily LAU expressed appreciation for CEO/WKCDA's attendance to various arts and cultural events after assuming duty and hoped for his continuation to meet with various arts groups to understand their concerns. Ms Emily LAU asked what concerns had been expressed by the local arts community to CEO/WKCDA. CEO/WKCDA advised that he had not had many opportunities to talk with arts groups, especially small ones, but had met with quite a lot of artists who had vibrant and direct views on the WKCD project. A major concern of the arts community was whether arts groups/artists could access the venues in WKCD and how such venues would be managed. He undertook to continue his dialogue with the arts community.

24. At Ms Emily LAU's request, CEO/WKCDA undertook to provide information on (a) the stakeholders he had met after assuming duty, the views they had expressed, the views accepted and not accepted by WKCDA and the justifications, and how to achieve consensus with the arts community; and (b) the government officials he had met with, the views he had expressed to them and responses he had received.

#### Collaboration with the Government

25. Ms Emily LAU asked how WKCDA would forge good collaboration between the arts and cultural facilities in WKCD and those managed by LCSD. CEO/WKCDA advised that the advent of WKCD would change the nature of cultural provision in Hong Kong. WKCDA attached importance to Ms LAU's concern and was discussing it with the Home Affairs Bureau and LCSD.

26. As WKCD would be positioned as an international cultural hub, Miss Tanya CHAN called on WKCDA to closely communicate with LCSD to ensure the provision of appropriate subtitles to performing arts programmes conducted in Cantonese, which was a major dialect in Hong Kong, so that such programmes could reach a wider audience. CEO/WKCDA stressed that the provision of subtitling services would be embedded in both performing and visual arts programmes in WKCD.

27. Recalling his advice to Mr Lynch's predecessor on the risk of being killed by bureaucracy in taking forward the WKCD project, the Deputy Chairman considered the advice applicable to Mr Lynch. Sharing his past experience in dealing with bureaucracy, he said that despite the support he had obtained from the Chief Secretary for Administration, who was the Chairman of WKCDA, for street performances, it was not until September 2010 that he could persuade LCSD to make available three vacated sites adjoining its venues for booking by street performance artists. As the matters relating to street performances might involve six to seven government departments, CEO/WKCDA should prepare to exercise patience in dealing with bureaucracy.

28. CEO/WKCDA advised that he had some understanding of the issues relating to bureaucracy, as his educational background was in politics and he had spent various periods in Australia as a bureaucrat. He had also learnt a lot in an international context from his father who worked in the United Nations. He said that despite the frustration about the delay of the WKCD project, it was time to resolve the issues around the project and move forward.

#### Personal adaptation

29. As the resignation of Mr Lynch's predecessor had reportedly been owing to his difficulty in adapting to the life of Hong Kong, Mr Starry LEE sought CEO/WKCDA's view on his life in Hong Kong. CEO/WKCDA advised that he had been well-adjusted to the life of Hong Kong and would remain to be so. His wife would be fully resident in Hong Kong from October 2011 onwards. He had never lived in Hong Kong but since his first visit to Hong Kong in 1964, he had been back regularly. He was excited about being given the responsibility of taking forward the WKCD project and felt a strong sense of welcome from the people he had met since his arrival.

30. Summing up, the Chairman advised that the WKCD project was a big challenge to CEO/WKCDA, as the public had high expectations for it and some members and people were worried that it might turn into a white elephant. He hoped that it would be implemented as soon as possible and contribute to the arts and cultural development in Hong Kong.

## **II. Financial Strategy for the Implementation of the West Kowloon Cultural District project**

[LC Paper Nos. CB(2)2530/10-11(03) and (04)]

31. DSHA(3) and CEO/WKCDA briefed members on the financial strategy for the implementation of the WKCD project (LC Paper No. CB(2)2530/10-

11(03)).

[*Post-meeting note*: A copy of the aforesaid CEO/WKCDA's speaking note was issued to members vide LC Paper No. CB(2)2555/10-11 dated 30 August 2011]

Alternative revenue sources

32. Miss Tanya CHAN opined that given the construction cost escalation in recent years, the one-off \$21.6 billion upfront endowment might not be sufficient for the whole WKCD project. As the additional revenue sources (such as naming right) stated in paragraph 13(d) of the Administration's paper and being explored by WKCDA might be one-off only, she queried how to establish long-term and stable revenue sources for WKCD.

33. The Deputy Chairman opined that while he raised no objection to commercial sponsorship for arts and cultural events such as the Hong Kong Arts Festival, WKCDA should carefully consider the issue of naming right, which had been more sensitive in Hong Kong than in overseas places such as the United Kingdom ("UK") and Australia, as evidenced in the controversy over the re-naming of the Faculty of Medicine of the University of Hong Kong after Mr LI Ka-shing in recognition of his \$1 billion donation in 2005.

34. Ms Emily LAU shared the Deputy Chairman's concern and called on WKCDA to exercise political sensitivity in considering whether to accept donations from certain sources. WKCDA should also consider the feasibility of expanding its fund-raising network, such as looking for donations from overseas philanthropists.

35. CEO/WKCDA advised that unlike many similar cultural projects in overseas places where fund had to be raised to get them off the ground, the WKCD project was fortunate to have been given the upfront endowment and WKCDA would endeavor to manage it effectively. He added that until the detailed designs and financial planning of individual arts and cultural venues in WKCD had taken place, it was almost impossible to ascertain the phasing of the retail, dining and entertainment ("RDE") facilities on the site and WKCDA would remain conservative about the likely returns from RDE.

36. CEO/WKCDA also advised that it was legitimate to pursue some other options for financing the WKCD project. The idea of naming right was raised by him and it was a common fund-raising way in Australia, the United States and the UK. WKCDA would keep it open and give due regard to its sensitivity in Hong Kong. Alternative options would also be explored.

37. The Deputy Chairman considered that the financing of the WKCD project was a sensitive issue of which CEO/WKCDA had to be aware. He recalled that Mrs Carrie YAU, former Permanent Secretary for Home Affairs, had assured members that the Administration would not seek additional funding from LegCo for WKCD other than the upfront endowment. In his view, as the implementation of the project had yet to commence, members of the public would not support the provision of any additional funding to it. They rather hoped that it would proceed as planned and find new revenue sources other than public funding if necessary. Dr Raymond HO shared a similar concern and called on the Administration and WKCDA to provide as soon as practicable the detailed arrangements for the financing and phasing of the project, especially the facilities of M+ and its plan to procure collections.

38. The Deputy Chairman also opined that while the construction cost escalation was hardly controllable, WKCDA might consider scaling down the WKCD project or developing the arts and cultural facilities in phases to keep its cash flow healthy. WKCDA should also liaise with the Administration on what communal and government facilities and related engineering works, which were designed to support the WKCD development, would be undertaken by the Government instead of WKCDA.

39. CEO/WKCDA advised that WKCDA had not asked for extra funding for the WKCD project but had tried to outline that a lot of things had changed since the approval of the upfront endowment in 2008. The issue of WKCD's proposed sustainability features, which could cost about \$4 billion, also needed to be dealt with. WKCDA was in detailed discussion with the Government on the demarcation and phasing of public infrastructure works to be funded and undertaken by the Government. WKCDA would strive to take forward the discussion as quickly as possible with a view to facilitating the WKCD development. DSHA(3) added that the Administration would provide detailed information on the communal and government facilities and related engineering works to be undertaken by the Government, when seeking funding approval from LegCo.

40. Ms Cyd HO expressed hope that WKCDA could complete the WKCD project with the upfront endowment, although the need for additional funding could not be ruled out. She considered that there might be room for reducing the collection costs and related costs for M+ (i.e. \$1.7 billion or 8% of the upfront endowment), such as borrowing more collections from other museums and providing more opportunities for local artists to display exhibits about the life and history of Hong Kong.

41. Noting from CEO/WKCDA's speaking note that the upfront endowment was roughly equivalent to the estimated land revenue from the residential, hotel and office part of the commercial sites within WKCD, Ms Emily LAU recalled that the Finance Committee ("FC") of LegCo had only approved the \$21.6 billion for the project and had not approved any mechanism under which the amount of the endowment fund would be linked with the land value, etc. of the WKCD site. She sought clarification on whether WKCDA wished to have the upfront endowment increased in accordance with the surge in the land value of the site in recent years.

42. DSHA(3) advised that the observation that the upfront endowment was roughly equivalent to the estimated land revenue from the WKCD site had been provided by the Specialist Advisor to the Subcommittee on West Kowloon Cultural District Development in the Third LegCo. Under the Government's principle of public finance management, the public revenue from land disposal would not be directly set aside to finance a specific project. The Administration believed that WKCDA would manage the financing of the WKCD project prudently.

43. Ms Emily LAU and Miss Tanya CHAN considered that the Administration and WKCDA needed to be accountable to LegCo and provide detailed information on the need, if any, for any additional funding for the WKCD project, including what facilities and features would require new funding and the justifications.

#### Financing of cultural software development

44. Ms Cyd HO expressed dissatisfaction that of the \$21.6 billion upfront endowment, only 6% (\$1.3 billion) was allocated to the planning of WKCD and project management, which was related to cultural software, while 73% (\$15.7 billion) was for design and construction of various facilities, which were related to cultural hardware. She raised objection to any plan to reduce the funding for WKCD's project management and programming. Ms Cyd HO and Ms Emily LAU opined that some cultural software programmes, such as literary and outdoor cultural activities, such as book fairs on the WKCD site and training for arts administration and arts critique, could be conducted as soon as possible before the commissioning of Phase 1 facilities in WKCD. CEO/WKCDA advised that in the coming three years, WKCDA would undertake a number of cultural software activities for WKCD with some investment returns of the upfront endowment and without affecting the funding for capital works in WKCD.

45. Miss Tanya CHAN sought information on "value engineering" stated in

paragraph 13(c) of the Administration's paper. CEO/WKCDA advised that value engineering was a difficult process in which WKCDA would need to exhaust all possible measures to attain the highest cost-effectiveness of the WKCD project without compromising the overall quality and provision of venues.

46. Summing up, the Chairman advised that while the Joint Subcommittee and FC could not intervene with the management of the upfront endowment for the WKCD project, such as the amount of funding to be allocated to a particular works project, they had a key role in the consideration of whether to provide additional funding to the project. WKCDA had to manage the upfront endowment prudently and expand its revenue sources actively, as it would not be easy to obtain approval from LegCo for additional funding for the project.

### **III. Continuation of Work of the Joint Subcommittee**

[LC Paper No. CB(2)2530/10-11(05)]

47. Members agreed that the Joint Subcommittee needed to continue its work in the 2011-2012 session. The Chairman advised that upon approval of the Panel on Home Affairs and the Panel on Development, a report would be submitted to the House Committee for the continuation of the work of the Joint Subcommittee in the aforesaid session.

48. Members also agreed that based on members' views and concerns raised at recent meetings, the Secretariat should compile a list of outstanding items for discussion to facilitate the Joint Subcommittee's study on the key issues around the WKCD project in a more focused and structured manner in the 2011-2012 session. In addition, as the Joint Subcommittee held a meeting about every two months, the Administration and WKCDA should prepare a bi-monthly written update on the progress of the WKCD project for members' reference.

49. Members raised no objection to Ms Emily LAU's request for representatives of relevant government departments to attend the future meetings of the Joint Subcommittee to discuss cross-departmental matters relating to the WKCD development, including its accessibility and cultural software development.

**IV. Any other business**

50. There is no other business, the meeting ended at 12:48 pm.

Council Business Division 2  
Legislative Council Secretariat  
23 February 2012

**Proceedings of the meeting of the  
Joint Subcommittee to Monitor the Implementation  
of the West Kowloon Cultural District Project  
on Friday, 26 August 2011, at 10:00 am  
in Conference Room A of the Legislative Council Building**

<b>Time Marker</b>	<b>Speaker(s)</b>	<b>Subject(s)</b>	<b>Action required</b>
000000 - 000513	Chairman	Opening remarks	
000514 - 001849	Administration Chief Executive Officer ("CEO") of the West Kowloon Cultural District Authority ("WKCD") Chairman	CEO/WKCD's opening remarks	
001850 - 002822	Chairman Mr Alan LEONG CEO/WKCD	CEO/WKCD's response to Mr Alan LEONG's questions on the arts programming and financial strategy for the West Kowloon Cultural District ("WKCD") and the arts accountability system.	
002823 - 003527	Chairman Ms Starry LEE CEO/WKCD	CEO/WKCD's response to Ms Starry LEE's concern about the worst-case scenario of the WKCD project.	
003528 - 004235	Chairman Ms Emily LAU CEO/WKCD Admin	CEO/WKCD's response to Ms Emily LAU's concern about the accessibility to WKCD.	
004236 - 005021	Chairman Miss Tanya CHAN CEO/WKCD	CEO/WKCD's response to Miss Tanya CHAN's concern about WKCD's criteria for determining the priority of putting in place arts and cultural venues in various phases of the WKCD development.	
005022 - 005818	Chairman Mr LEE Wing-tat CEO/WKCD	CEO/WKCD's response to the Deputy Chairman's concern about the impact of the problem of bureaucracy on WKCD and his suggestion to first build the park areas in WKCD.	
005819 - 010542	Chairman Ms Cyd HO CEO/WKCD	CEO/WKCD's response to Ms Cyd HO's concern about the use of public space in WKCD.	

<b>Time Marker</b>	<b>Speaker(s)</b>	<b>Subject(s)</b>	<b>Action required</b>
010543 - 011250	Chairman Prof Patrick LAU CEO/WKCDA	CEO/WKCDA's response to Prof Patrick LAU's concern about the progress of M+ and design competitions for various arts and cultural facilities in WKCD.	
011251 - 012100	Chairman Dr Priscilla LEUNG CEO/WKCDA	CEO/WKCDA's response to Dr Priscilla LEUNG's concern about the connectivity of WKCD and availability of water taxi services.	
012101 - 012507	Chairman Miss Tanya CHAN CEO/WKCDA	CEO/WKCDA's response to Miss Tanya CHAN's concern about the integration of arts education in the community with the WKCD development.	
012508 - 013115	Chairman Mr WONG Yuk-man CEO/WKCDA	CEO/WKCDA's response to Mr WONG Yuk-man's concern about the political controversy over the WKCD project.	
013116 - 013435	Chairman Ms Emily LAU CEO/WKCDA	CEO/WKCDA's undertaking to provide information on the views he received from the local arts community and WKCDA's follow-up work, and the views he expressed to the Administration and the Administration's response.	WKCDA Para. 24 of the minutes of meeting
013436 - 015037	Chairman Admin CEO/WKCDA	CEO/WKCDA's opening remarks on WKCDA's financial strategy for the WKCD project.	
015038 - 015635	Chairman Miss Tanya CHAN CEO/WKCDA	CEO/WKCDA's response to Miss Tanya CHAN's concern about the sustainability of the revenue sources for WKCD and the issue of naming right raised by CEO/WKCDA.	
015636 - 020227	Chairman Mr LEE Wing-tat CEO/WKCDA	The Deputy Chairman's concern about the issue of naming right and view on additional funding for WKCD.	
020228 - 020756	Chairman Ms Cyd HO CEO/WKCDA	Ms Cyd HO's suggestion on the phasing of WKCD and cultural programming.	
020757 - 021500	Chairman Ms Emily LAU CEO/WKCDA Admin	Ms Emily LAU's concern about the issue of naming right and possible additional funding for the WKCD project.	
021501 - 022015	Chairman Ir Dr Raymond HO	Dr Raymond HO's concern about the financial arrangements for WKCD.	

<b>Time Marker</b>	<b>Speaker(s)</b>	<b>Subject(s)</b>	<b>Action required</b>
	CEO/WKCDA		
022016 - 022331	Chairman	The Chairman's view on additional funding for WKCD.	
022332 - 022650	Chairman Miss Tanya CHAN	Miss Tanya CHAN's suggestion on the phasing of WKCD.	
022651 - 023026	Chairman Mr LEE Wing-tat CEO/WKCDA	The Deputy Chairman's view on cultural activities to be conducted on the WKCD site before the commissioning of Phase 1 facilities.	
023027 - 024901	Chairman Ms Emily LAU Miss Tanya CHAN Chairman Mr LEE Wing-tat Ms Cyd HO	Members' support for the continuation of the work of the Joint Subcommittee in the 2011-2012 session, and their request for the Secretariat to compile a list of outstanding items for discussion in the aforesaid session and the Administration and WKCDA to provide a bi-monthly written update on the progress of the WKCD project.	Clerk Administration WKCDA Para. 48 of the minutes of meeting