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Paper for the Panel on Home Affairs and Panel on Development

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

Purpose

This paper reports on the deliberations of the Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project ("the Joint Subcommittee") formed under the Panel on Home Affairs ("the HA Panel") and the Panel on Development ("the DEV Panel").

Background

2. In July 2008, the West Kowloon Cultural District Authority Ordinance (Cap. 601) ("WKCDAO") was enacted by the Legislative Council ("LegCo") to establish the West Kowloon Cultural District Authority ("WKCD") to take forward the West Kowloon Cultural District ("WKCD") project. In parallel, LegCo approved a one-off upfront endowment of \$21.6 billion (in 2008 Net Present Value ("NPV")) to WKCD to implement the WKCD project¹. After conducting a

¹ On 4 July 2008, the Finance Committee of LegCo approved a one-off upfront endowment of \$21.6 billion (in 2008 NPV) per the recommendations of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD to implement the WKCD project. The upfront endowment was intended to cover the capital costs of the WKCD project, with broad breakdown as follows - (a) design and construction of various facilities (\$15.7 billion or 73%); (b) major repair and renovation of various facilities (\$2.9 billion or 13%); (c) collection costs and related costs for M+ (\$1.7 billion or 8%); and (d) planning of WKCD and project management (\$1.3 billion or 6%).

three-stage public engagement exercise, WKCDA selected in March 2011 the "City Park" conceptual plan prepared by Foster + Partners ("F+P") as the preferred option for developing into a Development Plan ("DP") for WKCD. According to F+P's concept, WKCD will feature, among others, a waterfront park ("the Park") and an integrated basement where all vehicular traffic, parking and loading/unloading facilities will be put underground, so as to free up space for arts and cultural use and create a pedestrian-friendly environment at the ground level.

3. In July 2013, the Joint Subcommittee was advised that in view of the additional features proposed in F+P's design such as a large integrated basement, arts education facilities and green initiatives, and the significant escalation of construction costs, WKCDA would adopt a pragmatic approach to implement the WKCD project along the following principles: (a) rigorous cost containment of individual facilities to a level as close to the recommendations of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD ("CC Case") as possible; (b) emphasis on content rather than form of these facilities; and (c) early delivery of the Park as well as some arts and cultural facilities for public enjoyment.

4. Under the latest implementation approach adopted by WKCDA, the facilities in WKCD will be delivered in three batches. The facilities to be delivered in Batch 1 and Batch 2 include, among others, the Park² (with the M+ Pavilion (previously called Arts Pavilion)), Freespace (including an Outdoor Stage and a Black Box), Xiqu Centre, M+ and Lyric Theatre Complex ("LTC")³, which are planned for completion in stages starting from the second half of 2015 to around 2020. Batch 3 facilities comprise venues such as Music Centre, Great Theatre and Musical Theatre. The latest completion timeframe of major WKCD facilities is set out in **Appendices I and II**.

² The temporary Nursery Park was open in July 2015.

³ According to WKCDA, the current design of LTC includes a 1 450-seat Lyric Theatre, a 600-seat Medium Theatre (previously called Medium Theatre II) and a Studio Theatre with 200+ seats (previously a 250-seat Black Box Theatre in the Centre for Contemporary Performance).

The Joint Subcommittee

5. The Joint Subcommittee was appointed by the HA Panel and the DEV Panel in January 2013 to monitor the implementation of the WKCD project, including the work of WKCDA, the project's interface with arts and cultural development, and other related matters. The terms of reference and membership of the Joint Subcommittee are set out in **Appendices III and IV** respectively.

6. Pursuant to Rule 26(c) of the House Rules, the approval of the House Committee was obtained on 31 October 2014 and 9 October 2015 for the Joint Subcommittee to continue its work in the 2014-2015 and 2015-2016 sessions respectively.

7. Under the chairmanship of Hon Christopher CHUNG, the Joint Subcommittee held a total of 25 meetings and also conducted one site visit on the accessibility and connectivity of WKCD. The Joint Subcommittee received views from deputations at four of these meetings and written submissions from the public. A list of the organizations/individuals that have given views to the Joint Subcommittee is in **Appendix V**.

Deliberations of the Joint Subcommittee

8. The Joint Subcommittee has followed up on the recommendations⁴ of the former Joint Subcommittee formed in the Fourth LegCo and focused its work on the following areas:

- (a) planning and development of the core arts and cultural facilities and other associated facilities;
- (b) cultural software development;
- (c) pedestrian accessibility within WKCD and connectivity between WKCD and its neighbouring districts;
- (d) financial situation and arrangements for the WKCD project;
- (e) role and functions of the Consultation Panel ("CP") of WKCDA;

⁴ For the recommendations of the former Joint Subcommittee formed in the Fourth LegCo, please refer to its report (LC Paper No. CB(2)2605/11-12).

- (f) governance and management structure of the WKCD facilities; and
- (g) management of public open spaces ("POS") in WKCD.

Area I. Planning and development of the core arts and cultural facilities and other associated facilities

Implementation programme of the core arts and cultural facilities

9. As most of the land within Zones 2A, 2B and 2C for construction of the WKCD integrated basement⁵ is temporarily occupied by the MTR Corporation Limited ("MTRCL") as works area for the Guangzhou-Shenzhen-Hong Kong Express Rail Link ("XRL") project for construction of West Kowloon Terminus ("WKT") of XRL, the Joint Subcommittee is gravely concerned about the impact of the delay in the works of the XRL project on the implementation programme of the core arts and cultural facilities in WKCD and has urged the Administration and WKCD to expedite delivery of the WKCD facilities for early public enjoyment. At the Joint Subcommittee meeting on 28 May 2014, the Administration and WKCD, with due consideration of site availability, proposed a pragmatic approach to implement the integrated basement for WKCD to align as much as possible with the latest phased implementation plan of the WKCD venues, particularly accounting for the accelerated development of the area around the Artist Square. Pursuant to the pragmatic approach to implement the WKCD project, the Artist Square Development Area comprising M+, LTC, retail/dining/entertainment ("RDE") facilities as well as office/residential developments will be developed into a "mini-WKCD", which is targeted for completion by around 2020, to facilitate "destination building" in the early phased development of WKCD and build vibrancy in the vicinity of M+.

10. The Joint Subcommittee is also concerned that there is no concrete implementation programme for Batch 3 facilities. Some members are worried whether the development of Batch 3 facilities will

⁵ For the diagram of integrated basement showing zones 1A, 2A, 2B, 2C, 3A and 3B, please refer to the powerpoint presentation materials provided by WKCD issued to the Joint Subcommittee members vide LC Paper No. CB(2)336/15-16(01) on 24 November 2015.

be shelved because of the increase in the cost of the WKCD project. Some other members, however, consider that given the huge cost overrun of the WKCD project, the Administration and WKCDA should critically examine the scope of the project and come to an early decision on which facilities will and will not be taken forward.

11. According to the Administration and WKCDA, the public and relevant stakeholders are in support of adopting an organic growth approach to the development of WKCD under which facilities will be implemented in phases. In the Administration's view, it is a pragmatic arrangement for WKCDA to make efficient use of the upfront endowment fund and the associated investment return to complete Batch 1 and Batch 2 facilities for early public enjoyment, and critically review the implementation programme of Batch 3 facilities at a suitable juncture taking into account the costs of construction of the first two batches of facilities, the changing circumstances of the local arts scene and relevant stakeholders' views.

Implementation of the integrated basement

12. The Joint Subcommittee notes with concern that the cost estimate of the main integrated basement has increased from more than \$10 billion as advised by the Administration in July 2013 to around \$23 billion, a rough cost estimate in May 2014. Noting that the Administration will fully fund the capital works of the integrated basement, some members have queried why the public infrastructure works ("PIW") for WKCD as well as the integrated basement has not been accounted for in the Administration's funding submission to LegCo for the provision of the one-off upfront endowment in 2008 and whether it was an attempt to cover up the overspending of the WKCD project.

13. The Administration has explained that the integrated basement for WKCD was not planned in the CC Case. It emerged as a key feature of F+P's conceptual plan in 2011 and was one of the major factors for cost escalation of the WKCD project. The funding proposal for the upfront endowment submitted to LegCo in 2008 proposed that WKCDA would cover the design and construction costs for the arts and cultural facilities with the endowment fund, while other communal and government facilities and related engineering works for supporting the whole WKCD would be undertaken by the Government. The Administration has further advised that the rough cost estimate of around \$23 billion for the main integrated basement and the associated PIW was derived in mid-2013 based on WKCDA's preliminary basement layout

plans/site investigation results and the assumption that the construction of the whole integrated basement would be completed in one go by 2020. The Administration will be in a better position to provide more updated estimates for the whole integrated basement project when the detailed design and construction programmes for the different phases of the integrated basement are firmed up.

Development of the Xiqu Centre

14. Members have expressed grave concern that the estimated cost for the Xiqu Centre and related facilities based on the chosen design stands at \$2.7 billion in money-of-the-day ("MOD") prices, which is more than double the cost estimate for the relevant parts of the Xiqu Centre in 2006. In view of the significant escalation in the cost of the WKCD project, members consider that WKCD should make its best endeavour to contain the construction costs of individual facilities of WKCD without compromising the overall quality and functions of the facilities. Members have also urged the Administration to enhance its role in monitoring the expenditure of the WKCD project.

15. The Administration and WKCD have advised that the present estimate of \$2.7 billion (MOD prices) is based on the current scope of the Xiqu Centre, which includes additional accommodation such as arts education facilities and increased open spaces. The Administration has assured members that it is fully aware of its monitoring role and will request WKCD to make every effort to adhere to the target budget of \$2.7 billion for the Xiqu Centre and, where practicable, seek to further reduce the project cost. WKCD has advised that rigorous value engineering exercises are conducted with the aim of producing a cost-effective design and reducing the total project budget by up to \$100 million. WKCD will continue to explore and implement other possible cost-saving measures for the project without compromising the overall functions and quality of the facility.

Development of M+

(a) Construction costs for M+

16. At the meeting of the Joint Subcommittee on 3 July 2013, members were informed that WKCD had already started rigorous negotiations with Herzog & de Meuron + TFP Farrells ("HdM")⁶ to further contain the cost to be incurred to within a target budget of

⁶ HdM was selected in June 2013 to design and administer the M+ project.

\$5 billion (MOD prices) inclusive of consultancy fees. WKCDA has assured members that it will attach importance to cost control and endeavour to ensure value for money in implementing the M+ project. When receiving a briefing from the Administration and WKCDA on the financial situation of and arrangements for the WKCD project at the Joint Subcommittee's meeting on 30 May 2016, WKCDA has advised that WKCDA has adopted a cost-effective design for the M+ building by including one additional floor of RDE facilities and two floors of other arts and cultural facilities.

(b) Positioning of M+ and acquisition of artworks by M+

17. Members are concerned about the positioning of M+, in particular whether it will place more emphasis on featuring local visual culture and history, and how M+ will rank among other major museums around the world. Concern is also raised about the co-ordination between M+ and the public museums managed by the Leisure and Cultural Services Department ("LCSD"). WKCDA has been urged to strengthen communication with LCSD on each other's scope of collections to avoid duplication in acquiring artworks.

18. According to WKCDA, M+'s vision is to build a world-class collection representative of the 20th and 21st century visual culture from a Hong Kong perspective with a global vision, and its ambitions are to be the first museum of its kind in Asia and to rank among the top five museums for visual culture in the world. In terms of geographical priorities, Hong Kong Art will always be the core of the collections of M+ and will be well represented in the collections. The Administration has advised that the collection policy of LCSD museums focuses mainly on Hong Kong. Given the different positioning of LCSD museums and M+, the collections of LCSD museums and those of M+ should complement each other. LCSD and WKCDA will continue to strengthen communication on each other's scope of collections to avoid duplication in acquiring artworks, and also explore the possibility of loaning appropriate exhibits to each other in order to make good use of the resources.

19. Members consider that WKCDA should put in place an acquisition policy for M+ and enhance the transparency of the artwork acquisition arrangements of M+. WKCDA has advised that in order to seize acquisition opportunities as early as possible, the Board of WKCDA established the Interim Acquisition Committee in June 2012 and had also formulated an acquisition policy for M+, setting out the reporting and

approval procedures for acquisitions by the M+ team. The M+ Acquisition Policy is available on WKCDA's website for public inspection. In response to some members' concern about the arrangement adopted by WKCDA for accepting and acquiring Dr Uli Sigg's collections⁷, WKCDA has explained that the "part gift/part purchase" arrangement, which is intended as a sign of commitment to the donor, is not an uncommon model in the international arena for museums to obtain collections. Given the scale, completeness and importance of Dr Sigg's collection, WKCDA considers it justifiable to accept the collection by way of such an arrangement, which has been approved by the Board of WKCDA.

20. Some members are concerned about how M+ will safeguard the independence and freedom of its curators in deciding on the artworks that they will acquire and display, and whether an artistic accountability system will be implemented in M+ under which curators will be accountable for their decisions on acquisitions and the arrangement of exhibitions. Some other members, however, are of the view that while respecting the freedom of expression, artworks which are indecent/obscene or contained political/insulting messages should not be considered art.

21. WKCDA has stressed that M+ fully appreciates that independence and freedom of expression are vital to the success of any cultural institution, and that all acquisitions will be considered in accordance with the guidelines and procedures as laid down in the M+ Acquisition Policy. M+ has recruited a number of seasoned curators who are highly respected in the international museum field, and they will not risk jeopardizing their professional standing by being subject to any types of censorship or regulation in their ways of working.

(c) Recruitment and training of staff of the M+ team

22. In some members' view, WKCDA should rely less on foreign experts and strive to recruit local art experts and museum professionals who are familiar with local arts and culture to support the development of M+. WKCDA has explained that while it is always trying to recruit locally, there is a need to bring in expertise from overseas countries especially in the early stages of the development of M+ and for certain

⁷ In June 2012, WKCDA decided to adopt the "part gift/part purchase" model in accepting a donation of 1 463 Chinese contemporary artworks, valued at around \$1.3 billion, from Dr Sigg of Switzerland and in acquiring from Dr Sigg 47 pieces of artworks for a sum of \$177 million.

positions for which there is no formal training. This will not only fill the gaps in the skills required for the success of M+, but also facilitate the transfer of knowledge to local talents and help build up local expertise. M+ has launched extensive internship programmes and a docent volunteer programme as part of its commitment to nurture local talents by offering them unique learning opportunities in renowned international art exhibitions and broadening their curatorial knowledge base.

Development of LTC

23. The Joint Subcommittee notes that LTC is the next major performing arts ("PA") venue to be developed in WKCD after the Xiqu Centre. According to WKCD, LTC will be used for a variety of PA events including drama and musical performances, with a focus on dance as its artistic positioning. Some members have expressed worry that upon the opening of LTC, there may not be sufficient audience for the arts and cultural performances to be staged at the venue. These members are concerned how WKCD will enhance the utilization of LTC after its opening and prevent the venue from becoming a "white elephant".

24. WKCD has advised that it will strive to enhance the quality of the productions to be staged at LTC to enhance its appeal to audience. Apart from building the interest of local audience in LTC, WKCD will also develop new audiences coming from the Mainland and other parts of the world given the proximity of WKCD to various major transport nodes. According to WKCD, it will bring in a resident company at LTC to activate the venue and to support and collaborate in the programmes initiated by WKCD. The artistic team of WKCD has been proactively introducing LTC to potential hirers including local and international professional PA groups to build up their interest in the venue. WKCD is confident that the demand for the PA facilities in LTC will be more than enough to support the operation of the venue.

Area II: Cultural software development

Respective roles of the Administration and WKCD

25. Members have called for closer collaboration between the Home Affairs Bureau ("HAB") and WKCD to ensure the re-alignment of the existing public arts and cultural facilities to complement the WKCD project. Some members consider that instead of entrusting the task of developing cultural software entirely to WKCD, the Government

should play a leading and more proactive role in the planning and promotion of cultural software development not only for the WKCD project but also for the overall long-term development of the arts and culture in Hong Kong. The Administration has advised that given HAB's role in overseeing arts and cultural policy to complement the WKCD project, the Administration is mindful of the need to ensure effective co-ordination between HAB and WKCDA. In the Administration's view, the relationship between the existing arts and venues in Hong Kong and the new ones to be provided in WKCD is complementary rather than competitive. The Administration has increased the funding allocation for the arts and culture under the ambit of HAB in recent years for implementing a range of initiatives for enhancing Hong Kong's cultural software development.

Arts education and audience building

26. The Joint Subcommittee has stressed the importance of nurturing of audience to the success of the WKCD project and considers that students should be given sufficient opportunities to cultivate their interest and appreciation ability in the arts and culture in an early stage. Members have urged the Administration to enhance collaboration among various government bureaux/departments to promote arts education in schools and at community level. The Administration has assured members that HAB has been in close discussion with the Education Bureau ("EDB") on the promotion of arts education in schools. Arts Education is one of the eight Key Learning Areas of the school curriculum for primary and secondary levels. The Audience Building Office of LCSD also helps promote knowledge and appreciation of PA at community and school levels through organizing a wide spectrum of audience building schemes and arts educational activities.

27. In order to encourage audience participation and raise public awareness of M+, members have called on WKCDA to organize activities to introduce the concept and vision of M+ to the public. According to M+, its main strategy for building audience is to organize pre-opening exhibition programmes on the WKCD site and in different parts of Hong Kong. Before the completion of the museum building, M+ Pavilion, which is to be open by end of July 2016, will be the base for M+ to host small-scale exhibitions.

Nurturing of local artistic talents

28. In members' view, the Administration and WKCD should provide more opportunities for local arts talents to take part in the WKCD project, so that they will be able to benefit from the transfer of knowledge and expertise from the foreign talents engaged in the project. WKCD has advised that 90% of its serving staff members are from Hong Kong. It will bring in talents from other places only when the requisite expertise cannot be found in Hong Kong. Bringing in overseas expertise will facilitate the transfer of knowledge to local talents, thereby helping build up local expertise.

29. Members have enquired about M+'s plans for grooming local visual culture artists and bringing their works to the local and international communities. According to WKCD, M+ will provide a platform and backing for talented Hong Kong artists to showcase their works, for example, through the exhibitions by Hong Kong artists at the Venice Biennale. It will also bring artists from other parts of the world to Hong Kong to present their works to the local community, thus providing a platform for artistic inspiration and exchanges.

30. Some members are worried that there may not be sufficient arts professionals/administrators in Hong Kong upon the delivery of the first batch of WKCD facilities. These members consider that apart from enhancing the nurturing of local artistic talents, the Administration and WKCD should also attach importance to strengthening the training of arts administrators and facility management professionals to meet the manpower demand arising from the phased commissioning of the WKCD facilities in the next few years.

31. WKCD has advised that in tandem with the planning and construction of the arts and cultural venues in WKCD, it has been striving to enhance Hong Kong's artistic capacity through organizing various pre-opening programmes which seek to advance the artistic and professional development of artists, arts groups and arts practitioners; extend their professional network; facilitate knowledge and cultural exchange; and raise the awareness of different arts forms in the community. According to the Administration, HAB has all along been maintaining close liaison with EDB in nurturing arts professionals. Local tertiary institutions have offered various programmes in arts administration, which should help nurture arts professionals to cope with the manpower demand arising from the development of WKCD. To provide further support for the grooming of local arts professionals, the

Administration has provided an additional funding of \$150 million to offer more than 600 new training opportunities to strengthen the training of arts administrators for five years starting from 2013-2014.

Area III: Pedestrian accessibility within WKCD and connectivity between WKCD and its neighbouring districts

Pedestrian accessibility within WKCD

32. The Joint Subcommittee has stressed the importance for the Administration and WKCD to enhance the connectivity between different parts of the WKCD site. Some members have suggested that the Administration and WKCD should consider using electric carts to provide shuttle service in WKCD and also providing appropriate facilities to enable visitors to access WKCD by cycling. There is also another suggestion that WKCD should consider using trams, which is an environmentally friendly and iconic mode of transport in Hong Kong, to provide shuttle service along the West Kowloon Waterfront Promenade in WKCD.

33. WKCD has advised that WKCD is committed to providing cycling facilities and enabling cycling in WKCD. Cycle paths will be provided in WKCD and an automated bicycle rental system has been launched as a pilot scheme. Various environmentally friendly transport system options to serve WKCD including electric buses and other low or zero emission vehicles are under consideration. WKCD is also considering the use of compact electric buses running along the waterfront promenade, along routes providing shared-use with pedestrians and possibly bicycles. As a further refinement, such compact electric buses may also provide a point-to-point on demand service for the elderly and people with a disability travelling within the WKCD.

Pedestrian linkages between WKCD and its neighbouring areas

34. The Joint Subcommittee has followed up on the subject of the connectivity between WKCD and its neighbouring areas. Members consider that the Administration and WKCD should implement the WKCD project in close consultation with the Yau Tsim Mong District Council ("YTMD") and residents of the local districts, especially on issues relating to the connectivity between WKCD and its neighbouring areas. The Administration and WKCD have been urged to make available direct and convenient pedestrian links to connect WKCD with

the major transport nodes (e.g. Austin Station and Jordan Station), the adjoining developments (e.g. Kowloon Park) and the nearby districts, and to minimize the need for pedestrians to make multiple level changes in planning the pedestrian network. Members are also concerned about the design of the barrier-free facilities to be provided at the pedestrian connections for WKCD. Some members have suggested that pedestrian subways should be provided to link WKCD with the concourses of Kowloon Station and WKT, so as to ensure convenient access to WKCD for visitors arriving via the Airport Express and XRL.

35. WKCDA has stressed that it has constantly consulted and solicited comments from YTMDC on matters relating to the accessibility of WKCD and the connectivity of WKCD with its neighbouring areas. According to the Administration and WKCDA, pedestrians are primarily connected to the areas outside WKCD through a comprehensive network of at-grade walkways, footbridges and subways. Apart from the main pedestrian deck linking WKCD and WKT, two other pedestrian connections will represent the major gateways of WKCD, including (a) the Artist Square Bridge providing a direct pedestrian link between the Elements Shopping Mall and the northern entrance to the Artist Square; and (b) the Austin Road Subway Connection providing convenient access from Austin Station to Xiqu Centre. Furthermore, WKCDA is studying the technical feasibility of providing a direct connection from the Austin Station to the basement of Xiqu Centre to enhance connectivity.

36. While some members consider that the Administration should consider constructing a continuous waterfront promenade to link WKCD with the waterfront areas of the New Yau Ma Tei Typhoon Shelter, some other members are of the view that the Administration should duly consider the impact of the suggestion on the operation of the Yau Ma Tei Public Cargo Working Area. The Administration has advised that it will look at the suggestion in conjunction with the Harbourfront Commission in the context of considering issues relating to harbourfront planning and enhancement in Hong Kong.

37. In members' view, there should be effective coordination among the relevant government departments and WKCDA in designing the pedestrian facilities (e.g. subways and footbridges) connecting WKCD with its neighbouring areas, so that the design of such facilities will be coherent and match with the artistic and cultural ambience of WKCD. There is a suggestion that consideration should be given to providing appropriate spaces at the pedestrian subways concerned for young local artists to display their artworks. The Administration has advised that it

will ensure that the design of the pedestrian facilities linking WKCD with its neighbouring areas will blend in well with the overall ambience of WKCD. With a view to facilitating better coordination and ensuring consistency in the management of the pedestrian facilities for WKCD, the Administration's initial plan is to entrust the management of such facilities to WKCDA.

Public transport facilities/services (including marine transport service) for WKCD

38. Members consider it important for the Administration and WKCDA to ensure that the planned transport infrastructures for WKCD and the road improvement works for the West Kowloon Reclamation Development area will be completed in good time to tie in with the commissioning of the WKCD facilities. WKCDA has assured members that it has been in constant dialogue with the Transport Department and the Highways Department on the planning and implementation of transport infrastructures and road improvement works for WKCD. The implementation schedules of the planned transport infrastructure/road improvement works for the West Kowloon area provided by the Administration in November 2014 are in **Appendix VI**.

39. Many members have repeatedly urged the Administration and WKCDA to consider providing berthing/landing facilities and marine transport service (such as water taxi/ferry service) to enhance the marine accessibility as well as the tourism appeal of WKCD. WKCDA has advised that its traffic consultant is looking at the justifications for the provision of landing facilities/ferry piers in WKCD having regard to the requirements under the Protection of the Harbour Ordinance (Cap. 531) and other relevant considerations. WKCDA is also looking at the market response to the possibility of introducing water taxi service to serve WKCD.

Provision of parking spaces in WKCD

40. At its meeting on 24 November 2015, the Joint Subcommittee has been advised that based on the latest development parameters, about 2 200 to 2 900 car parking spaces will be required for the entire WKCD. While some members have questioned the need to provide such a large number of parking spaces in WKCD, some other members, however, have pointed out that the current provision of parking spaces in the adjoining developments (such as Kowloon Station) are already under keen demand. These members consider it necessary to provide

sufficient number of parking spaces in WKCD to meet the demand arising from the commissioning of various facilities in WKCD. Some members have also pointed out that WKCD will be a major tourist destination for both foreign and local visitors, and the planned provision of some 40 parking spaces for coaches in WKCD is inadequate to meet the demand. These members have urged WKCDA to ensure adequate provision of parking spaces and lay-bys for coaches in WKCD.

41. According to WKCDA, in planning the provision of car parking spaces in WKCD, it has taken into account, among other things, the need to comply with the relevant requirements under the Hong Kong Planning Standards and Guidelines and the existing car parking provision in the adjacent developments/areas of WKCD. WKCDA will ensure that there will be adequate car parking spaces in WKCD to meet the demand of both day-time users (e.g. office workers) and night-time users (e.g. visitors using the arts and cultural facilities in WKCD) through, for instance, adopting a car park sharing mechanism. The Administration and WKCDA have further advised that under the current planning for WKCD, the coach drop-off area can accommodate about 25 coaches at the same time, while some 40 coach parking spaces will be provided in WKCD. Furthermore, a temporary parking area for coaches will be set up in the Park after the commissioning of the Artist Square Development Area in WKCD. By then, WKCDA will monitor the actual parking demand and review the provision of parking facilities for coaches in WKCD as and when appropriate.

Area IV: Financial situation and arrangements for the WKCD project

Adequacy of the upfront endowment

42. Members have been advised by the Administration and WKCDA that the portion of the upfront endowment for the design and construction of the WKCD facilities (i.e. \$15.7 billion) plus the apportioned interest income (i.e. \$2.1 billion) will be sufficient to cover the costs of design and construction of the Batch 1 and Batch 2 facilities as well as other related facilities; while the funding for and the implementation programme of the Batch 3 facilities will be reviewed at a suitable juncture. Members have raised concern time and again about the serious cost overrun of the WKCD project as well as the uncertainty about the extent of the cost overrun problem.

43. According to WKCD, it has been working with the Government to identify alternative approaches to take forward the development of Mega Performance Venue ("MPV")/Exhibition Centre and Musical Theatre through some forms of public-private-partnership. The Administration has also advised that the Government will undertake PIW that serve to support the whole WKCD and fully fund the capital works of the main integrated basement as general enabling works to facilitate the development of WKCD.

44. Some members have expressed the view that it is unreasonable to cap the funding allocation to the WKCD project at the upfront endowment of \$21.6 billion, given that additional funding has been granted to almost all other public works projects in recent years due to construction cost escalations. These members consider that while WKCD should proactively explore alternative funding sources for the WKCD project, it should not rule out the possibility of seeking additional funding from LegCo for taking forward the project in the long run. However, some other members hold a different view that as the Administration has fully funded the capital works of the main integrated basement, it has, in effect, rendered additional funding support to WKCD. The Administration and WKCD have affirmed that WKCD has committed that it will not seek further injection to the upfront endowment prior to the completion of the Batch 1 facilities. However, the Administration has not ruled out the possibility of seeking LegCo's approval for further funding for the WKCD project in the long run.

Financial management for the WKCD project

45. Members have urged the Administration and WKCD to enhance the transparency of the cost estimates of the project and to report regularly to LegCo on the expenditure and financial situation of the WKCD project. WKCD has assured members that in addition to rigorous cost containment of individual facilities, it will also strive to maintain effective internal control over its expenditure. In respect of efforts made in controlling staff costs, WKCD has advised the Joint Subcommittee in May 2016 that while it has an approved staff establishment of 300 according to its business plan for the 2015-2016 financial year, it has engaged only 249 staff members as at March 2016 having regard to actual operational needs. WKCD has also rigorously controlled the expenditure on consultancy fees, with only 28% of the approved budget for the conduct of consultancy studies in the 2015-2016 financial year expended up to March 2016.

46. WKCDA has further advised that a set of procedures and guidelines governing the expenditures of WKCDA has been in place since 2010. Furthermore, WKCDA has conducted internal audits and its statements of accounts are audited annually by external and independent auditors. The audited statements of accounts have been uploaded onto WKCDA's website for the public's information. In line with good corporate governance practices, the Board of WKCDA has established a set of internal guidelines for the salary disclosure of the senior executives of WKCDA, and has been disclosing the information in its annual reports in accordance with the relevant guidelines. For transparency and accountancy purposes, WKCDA has undertaken to closely monitor the project's overall financial situation and present annual updates to LegCo.

Alternative funding sources and arrangements

47. Some members have cautioned that the Administration and WKCDA should take heed of the public concern about the granting of naming rights as an alternative source of funding for the WKCD project. There is a view that individual venues/facilities in WKCD should not be made available for naming. Some other members are concerned that no concrete plans have been drawn up for seeking donations and sponsorships for the WKCD project. These members have urged WKCDA to establish a dedicated fund-raising division/office to devise concrete plans/strategies and take forward initiatives for seeking donations/sponsorships for the WKCD project. There is also a suggestion that WKCDA should explain more proactively the vision and missions of M+ to potential donors/sponsors, which should be able to attract philanthropic support for the WKCD project.

48. WKCDA has advised that it is devising an overall strategy for raising funds through, among others, seeking donations and sponsorship through naming rights. Instead of granting the naming rights of individual facilities/venues in WKCD, consideration will be given to making available parts of the facilities/venues (e.g. a gallery or an education facility) for naming with reference to international practice. WKCDA is also exploring alternative financial arrangements to bridge the funding gap, including the granting of development right in respect of some or all of the hotel, office and residential sites in WKCD to WKCDA with payment of land premium, so as to enable WKCDA to retain the profits generated from developing the sites concerned to complete the planned construction programme in full and cover the operating deficits of the WKCDA facilities. WKCDA is also actively looking into alternative financial options and private sector involvement for some of

the venues with commercial value that may be constructed and operated by commercial service providers (e.g. MPV/Exhibition Centre). WKCD aims to work out and agrees with the Government on the alternative financial arrangements before the end of the current term of the Government.

49. Members have enquired about the progress of the proposal for minor relaxation of the development intensity of the WKCD site. As advised by the Administration and WKCD, the application for minor relaxation of the development intensity of the WKCD site was approved with conditions by the Town Planning Board on 14 November 2014. The 15% increase in the total gross floor area ("GFA") for the WKCD site, which yields additional GFA of 111 050m² will be shared between the Government facilities, commercial developments⁸ and WKCD facilities based on the original development mix adopted in DP. According to the Administration and WKCD, the additional GFA allocated to WKCD will focus primarily on arts and cultural facilities, as well as RDE uses. WKCD is planning to build a hostel for visiting artists and considering developing more educational/training facilities and creative space for young people and artists in WKCD. The issue of the development and financing approach for those additional GFA will be addressed in the context of the ongoing review by WKCD and the Government on the financial arrangements for the WKCD project.

Area V: Role and functions of CP of WKCD

50. Members generally consider it important for WKCD to gauge and take into account the views of young people and enlist their support for the WKCD project. Some members have expressed concern about the functions and its mode of operation of CP of WKCD. These members have pointed out that during the deliberations of the former Bills Committee on the West Kowloon Cultural District Authority Bill, CP had been generally expected to perform a role similar to that of Metropoli-30 in the Abandoibarra project in Bilbao of Spain and serve as an open platform for engaging stakeholders and members of the public in an ongoing, systematic and transparent manner, with a view to striking a proper balance among various interests and building consensus on major matters relating to the development of WKCD and the work of WKCD.

⁸ Commercial developments refer to hotel, office and residential developments in DP, of which the total GFA shall not exceed 366 620m² in accordance with the approved section 16 application for 15% increase in total GFA for the whole WKCD site.

51. In response to members' concerns, WKCDA has advised the Joint Subcommittee in July 2015 that after reviewing the role and functions of CP, it was decided that CP should continue to serve as a bridge between WKCDA and the public, and to reflect public expectations and views to WKCDA. Specifically, CP should focus on engaging young people and the community. To achieve this aim, CP established a Working Group on Youth and Community Engagement in January 2015 to devise detailed implementation plans. Regarding the openness and transparency of the work of CP, WKCDA has advised that all CP meetings are open meetings. WKCDA has stressed that CP has all along carried out its work in an open and transparent manner and would continue to do so in future. According to WKCDA, it has made extensive use of its website and online social media to raise awareness of WKCD and reach out to wider audience including the youth community.

Area VI: Governance and management structure of the WKCD facilities

52. Members have urged the Administration and WKCDA to carefully devise the facility and artistic partnership framework for the PA venues in WKCD such that both major and small arts groups will be provided with the opportunity to become partners of the venues. WKCDA has advised that it will first develop and establish the artistic positioning and business model for each PA venue in WKCD, based on which the requirements to be fulfilled for becoming resident or associate partners would be drawn up. WKCDA has assured members that an open, objective and professional mechanism will be set up under the supervision of the Board of WKCDA for the selection of partners.

53. In some members' view, WKCDA should implement an artistic accountability system at the PA venues in WKCD under which the artistic directors or resident partners appointed will be tasked to take charge of the artistic programming and operation of the venues. WKCDA has reiterated that it will establish the artistic positioning for each PA venue in WKCD and develop a suitable mode of governance and a business model for each venue which support its artistic positioning. The artistic director or resident partner appointed for the venues will take charge of the artistic programming of the venue and be responsible for the artistic output and overall image of the venue.

54. On the future mode of governance of Xiqu Centre, members have been advised that WKCDA will directly operate the Xiqu Centre, instead

of engaging a single troupe to take on a residency role at the Xiqu Centre. An advisory committee will be set up to advise the WKCD management on various matters relating to the programming, partnership, management and operation of the Xiqu Centre. An Artistic Director who will be responsible to the management and the Board of WKCD will be appointed to take charge of the artistic direction of the venue. There is a suggestion that WKCD should engage an expert in Xiqu education to take charge of matters relating to the promotion of Xiqu education, audience building and community participation. Members also consider that WKCD and LCSD should enhance their co-ordination in optimizing the usage of venues for Xiqu performances, and the nurturing of young artists and the building up of audience for the Xiqu Centre.

55. The Joint Subcommittee has been advised that the governance of M+ will be implemented through the establishment of a wholly-owned subsidiary company (i.e. the M+ Museum Limited ("M+ Limited")) under WKCD as a separate legal entity. Under the new governance structure, WKCD will establish the M+ Collections Trust to hold the legal interest of the M+ Collection. Some members are concerned whether the new governance structure will undermine the transparency of the operation and finances of M+ and its accountability to LegCo. Some other members, however, support WKCD's proposal to set up a collections trust to hold the M+ Collection and to establish a company limited by guarantee to serve as the corporate trustee of the M+ Collections Trust, which are generally in line with the arrangements adopted by other major museums around the world.

56. WKCD has explained the establishment of M+ Limited will enhance curatorial and museological independence while ensuring proper responsibilities for the overall administration policies and accountability will remain under the auspices of WKCD. Furthermore, the setting up of the M+ Collections Trust is to separate the legal and beneficial ownership of the Collection and protecting it from possible inappropriate deaccession in the future. The trust arrangement will provide clarity over the institutional relationship, management responsibilities and accountability of WKCD, M+ Limited, and the corporate trustee. WKCD has stressed that M+ Limited is set up as a subsidiary company wholly owned by WKCD and the Board of M+ Limited will have to report to the Board of WKCD. The Museum Director of M+ is employed by and responsible to WKCD. As WKCD is set up by statute and it is bound to fulfill its obligations under WKDAO including those in terms of reporting and accountability, there is no way that M+ Limited being a subsidiary company of WKCD can avoid being

answerable to LegCo and to the public.

57. Notwithstanding WKCDA's explanation, a few members remained concerned that M+ may become a corporation which will not be held accountable to the public. The Administration and WKCDA have reassured members that while matters concerning curatorship, programming, collection and acquisition will be under the purview of the Board of M+ Limited, WKCDA will retain the overall monitoring and control over the finances of the M+ Limited. Funding allocation to the M+ Limited will continue to be managed centrally by WKCDA, and the business and corporate plans of the M+ Limited will be submitted to the Board of WKCDA for approval after being endorsed by the Board of the M+ Limited. The Administration has assured members that as with WKCDA, the work of the M+ Limited will be subject to monitoring by LegCo to ensure public accountability.

Area VII: Management of POS in WKCD

58. The management of POS in WKCD is another concern of the Joint Subcommittee. The Joint Subcommittee has been advised by WKCDA that WKCDA considers it necessary to make bylaw to enable it to manage the Park and other POS (such as the Artist Square and the waterfront promenade) properly and ensure the comfort and safety of all users.⁹ Members generally consider that WKCDA should adopt a relaxed and flexible approach in managing the Park and other POS in WKCD and the bylaw to be made should seek to facilitate, and not unduly restrict, public enjoyment of the open space in WKCD.¹⁰

59. In response to members' enquiry as to whether WKCDAO or the bylaw will have an overriding effect on the Places of Public Entertainment Ordinance (Cap. 172) ("PPEO"), the Administration has advised that WKCD or places under the management of WKCDA are not

⁹ According to WKCDA, the Park will be completed in phases, targeting for completion from 2017 to end 2018. For the latest phasing plan for the Park development, please refer to Annex A to LC Paper No. CB(2)1576/15-16(03).

¹⁰ The resolution moved by the Secretary for Home Affairs to seek LegCo's approval of the proposed West Kowloon Cultural District (Public Open Spaces) Bylaw ("the Bylaw") made by WKCDA under section 37(1) of WKCDAO was passed at the Council meeting of 22 June 2016. The Bylaw seeks to provide for the management, operation and use of WKCD POS and for the conduct of persons therein in order to ensure public safety, order and health.

exempt places of public entertainment. Should any event and/or activity held in WKCD, including POS, fall within the definition of "public entertainment" under PPEO, a licence under PPEO is required if admission to the public entertainment can be controlled.

60. Members note that WKCDA is developing various sets of guidelines on the staging of street performances, the hosting of outdoor events and the applications for carrying out filming and photography in the district. Members are concerned whether a performer intending to stage a street performance in WKCD will be subject to any screening and vetting procedure prescribed by WKDA. WKCDA has stressed that it has no intention to vet the street performances to be staged in WKCD. However, for safety reasons, all street performers within WKCD are required to obtain a valid street performance permit. To further promote excellence in street performance, WKCDA intends to introduce a programme providing opportunities for quality street performers, selected through regular auditions, to perform in priority areas (e.g. Artist Square and Cultural Boulevard of the Park) in WKCD.

Recommendations

61. The Joint Subcommittee recommends that the Administration/WKCDA should:

Planning and development of the core arts and cultural facilities

- (a) continue to expedite delivery of the core arts and cultural facilities in WKCD for early public enjoyment, and make their best endeavour to accelerate the development of the area around the Artist Square into a "mini-WKCD" by around 2020;
- (b) continue to liaise with MTRCL to ensure early release of the relevant work sites for the implementation of the WKCD project;
- (c) draw up a concrete timetable for the implementation of the Batch 3 facilities as early as practicable;

Cultural software development

- (d) in preparation for the commissioning of the facilities in

WKCD, WKCDA should continue to organize a wide array of programmes to enhance public awareness, groom arts talents and build audiences;

- (e) enhance collaboration among various government bureaux/departments to promote arts education in schools and at community level;
- (f) organize activities to introduce the concept and vision of M+ to the public so as to encourage audience participation and raise public awareness of M+;
- (g) strive to recruit local arts experts and museum professionals who are familiar with local arts and culture to support the development of M+;
- (h) provide more opportunities for local arts talents to take part in the WKCD project, so that they will be able to benefit from the transfer of knowledge and expertise from the foreign talents engaged in the project;
- (i) strengthen the training of arts administrators and facility management professionals to meet the manpower demand arising from the phased commissioning of the WKCD facilities in the next few years;

Pedestrian accessibility within WKCD and connectivity between WKCD and its neighbouring districts

Pedestrian accessibility within WKCD

- (j) provide environmentally friendly shuttle service in WKCD and consider providing appropriate facilities to enable visitors to access WKCD by cycling;
- (k) make available sufficient and appropriate barrier-free facilities at the pedestrian connections for WKCD;

Connectivity between WKCD and its neighbouring districts

- (l) ensure that the design of the pedestrian facilities (e.g. subways and footbridges) connecting WKCD with its neighbouring areas will be coherent and match with the

artistic and cultural ambience of WKCD, and consider providing appropriate spaces at the pedestrian subways concerned for young local artists to display their artworks;

- (m) make available direct and convenient pedestrian links to connect WKCD with the major transport nodes, the adjoining developments and the nearby districts;
- (n) ensure that the planned transport infrastructures for WKCD and the road improvement works for the West Kowloon Reclamation Development area will be completed in good time to tie in with the commissioning of the WKCD facilities;
- (o) consider providing berthing/landing facilities and marine transport service (such as water taxi/ferry service) to enhance the marine accessibility as well as the tourism appeal of WKCD;
- (p) provide adequate parking spaces and lay-bys for coaches in WKCD;

Financial arrangement for the WKCD project

- (q) continue to exercise stringent control over the cost in developing various facilities in WKCD without compromising the overall functions and quality of the facilities;
- (r) enhance the transparency of the cost estimates of the project and report regularly to LegCo on the expenditure and financial situation of the WKCD project;
- (s) devise concrete plans/strategies and take forward initiatives for seeking donations/sponsorships for the WKCD project and fostering a philanthropic culture in the community, while taking heed of the public concern about the granting of naming rights of the WKCD facilities;
- (t) work out the alternative financial arrangements for taking forward the development of the Batch 3 facilities and MPV/Exhibition Centre as early as possible and report to LegCo;

Role and functions of CP of WKCDA

- (u) ensure that the operation of CP of WKCDA will serve as an open platform for engaging stakeholders and members of the public in an ongoing, systematic and transparent manner, with a view to striking a proper balance among various interests and building consensus on major matters relating to the development of WKCD and the work of WKCDA;
- (v) gauge and take into account the views of young people and enlist their support for the WKCD project;

Governance and management structure of the WKCD facilities

- (w) carefully devise the facility and artistic partnership framework for the PA venues in WKCD such that both major and small arts groups will be provided with the opportunity to become partners of the venues;
- (x) enhance the co-ordination between WKCDA and LCSD in optimizing the usage of venues for Xiqu performances and the nurturing of young artists and the building up of audience for Xiqu Centre;
- (y) ensure the effective monitoring of and control over the operation of M+ under the new governance structure (i.e. the establishment of M+ Limited and a collections trust) and that the work of M+ and M+ Limited will be subject to monitoring by LegCo;
- (z) safeguard artistic freedom and curatorial independence of M+;

Management of POS in WKCD

- (aa) adopt a relaxed and flexible approach in managing the Park and other POS in WKCD to facilitate public enjoyment; and
- (bb) provide opportunities for street performers to stage their performances in WKCD.

Way forward

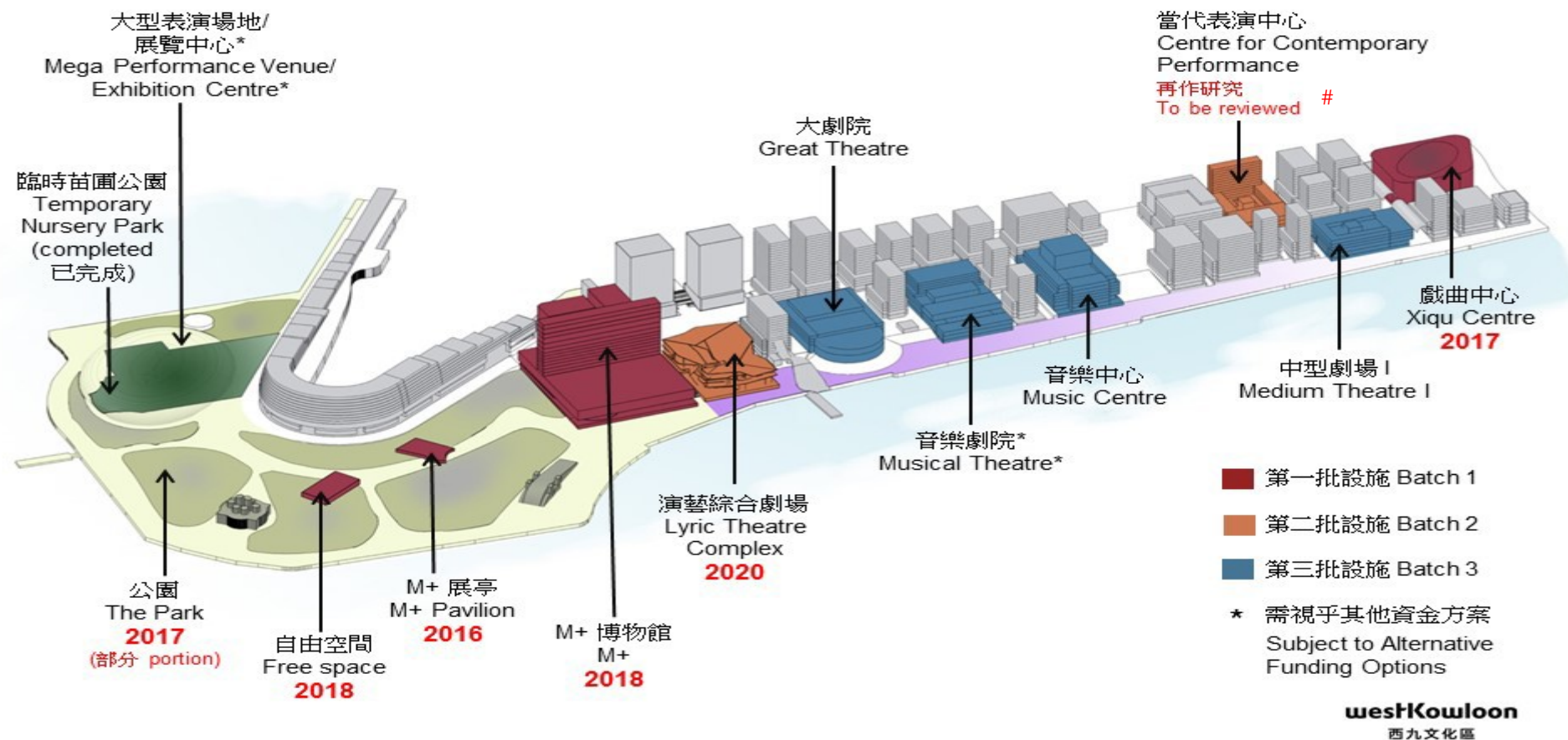
62. As the WKCD project is still in progress and the Batch 1 and 2 facilities will be completed in stages for commissioning in the coming few years, members consider that if necessary, the Sixth LegCo may form a dedicated subcommittee to continue to monitor the implementation of the WKCD project.

Advice sought

63. Members of the HA Panel and the DEV Panel are invited to note the work of the Joint Subcommittee.

Council Business Division 2
Legislative Council Secretariat
13 July 2016

西九文化區設施(第一及第二批)預計完成時間表 Completion Timeframe of WKCD (Batches 1 and 2) Facilities



Due to the advancement of the Medium Theatre II and one black box theatre from the Centre for Contemporary Performance to the Lyric Theatre Complex

Source: Annex A to the Administration paper provided for the Joint Subcommittee meeting on 30 May 2016 [LC Paper No. CB(2)1576/15-16(01)]

Phasing of major WKCD facilities under the pragmatic implementation approach in June 2013
(as modified in 2016)

Batch 1 facilities (Target completion by 2018)	Batch 2 facilities (Target completion by around 2020)	Batch 3 facilities* (Target completion beyond 2020)	Not phased*
Xiqu Centre (including Tea House)	Lyric Theatre Complex (including one Medium Theatre and a Studio Theatre) [@]	Musical Theatre [^]	Mega Performance Venue/ Exhibition Centre Complex [^]
Freespace (including Outdoor Stage and Black Box)	Centre for Contemporary Performance [#] (including two Black Boxes)	Great Theatre	M+ Phase II
M+		Music Centre (including Concert Hall and Recital Hall)	Xiqu Small Theatre
Park Temporary Nursery Park ^{**}		Medium Theatre I	
M+ Pavilion (previously called Arts Pavilion)			

* Subject to alternative funding options

[^]Development proposed through some form of public-private partnership

[@]The revised approach to advance the Medium Theatre II and one black box theatre from the Centre for Contemporary Performance to become the Lyric Theatre Complex was reported to the Joint Subcommittee on 23 March 2015 (via LC Paper No. CB(2)1066/14-15(04))

[#] Target completion date to be reviewed

^{**} Completed in July 2015.

Source: Annex B to the Administration paper provided for the Joint Subcommittee meeting on 30 May 2016 [LC Paper No. CB(2)1576/15-16(01)]

Panel on Home Affairs and Panel on Development

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

Terms of Reference

To monitor issues relating to the implementation of the West Kowloon Cultural District project, including the work of the West Kowloon Cultural District Authority, the project's interface with arts and cultural development, and other related matters.

Panel on Home Affairs and Panel on Development

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

Membership list

Chairman	Hon Christopher CHUNG Shu-kun, BBS, MH, JP
Deputy Chairman	Hon Alan LEONG Kah-kit, SC
Members	<p>Hon CHAN Kam-lam, SBS, JP (up to 30 September 2013) Hon Emily LAU Wai-hing, JP (up to 30 September 2015) Hon Abraham SHEK Lai-him, GBS, JP Hon Cyd HO Sau-lan, JP Hon Starry LEE Wai-king, SBS, JP Hon CHAN Hak-kan, JP (up to 30 September 2013) Dr Hon Priscilla LEUNG Mei-fun, SBS, JP (up to 21 January 2014) Hon CHEUNG Kwok-che (up to 30 September 2013) Hon IP Kwok-him, GBS, JP Hon LEUNG Kwok-hung (since 30 October 2015) Hon Claudia MO Hon Steven HO Chun-yin, BBS Hon Frankie YICK Chi-ming, JP Hon YIU Si-wing, BBS (up to 30 September 2014) (rejoined on 30 October 2015) Hon Gary FAN Kwok-wai (up to 15 January 2015) Hon MA Fung-kwok, SBS, JP Hon CHAN Chi-chuen Hon CHAN Han-pan, JP (up to 27 April 2014) Dr Hon Kenneth CHAN Ka-lok (up to 30 September 2014) Hon CHAN Yuen-han, SBS, JP Hon LEUNG Che-cheung, BBS, MH, JP (up to 30 September 2013) Hon Alice MAK Mei-kuen, BBS, JP (up to 30 September 2014) Dr Hon Helena WONG Pik-wan Dr Hon Elizabeth QUAT, JP (since 30 October 2015) Dr Hon CHIANG Lai-wan, JP (up to 30 September 2015) Hon Tony TSE Wai-chuen, BBS</p> <p>(Total: 17 members)</p>
Clerk	Ms Alice LEUNG
Legal Adviser	Ms Vanessa CHENG

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

**List of the deputations/individuals which/who have given views to the Joint
Subcommittee**

Organizations

1. Art of Nature International Company Limited
2. Arts with the Disabled Association Hong Kong
3. Association of Hongkong Dance Organizations
4. Chung Ying Theatre Company
5. City Contemporary Dance Company
6. Civic Party
7. Democratic Alliance for the Betterment and Progress of Hong Kong
8. Democratic Party
9. Designing Hong Kong
10. Hong Kong Arts Administrators Association
11. Hong Kong Arts Centre
12. Hong Kong Arts Festival Society Limited
13. Hong Kong Cantonese Operatic Singing Alliance
14. Hong Kong Chinese Orchestra Limited
15. Hong Kong Culture Monitor
16. Hong Kong Cycling Alliance
17. Hong Kong Dance Company
18. Hong Kong Institute of Contemporary Culture
19. Hong Kong Oil Painting Research Society
20. Hong Kong Professionals and Senior Executives Association
21. Hong Kong Repertory Theatre
22. International Association of Art Critics Hong Kong
23. Labour Party
24. Opera Hong Kong Limited
25. Tang Shu-wing Theatre Studio
26. The Chinese Artists Association of Hong Kong
27. The Chinese Opera Academy of Hong Kong
28. The Hong Kong Ballet
29. The Hong Kong Philharmonic Society Limited
30. The Lion Rock Institute
31. Tourism & Culture Development Association, Hong Kong
32. Wholala.org
33. Young DAB
34. Zuni Icosahedron

Individuals

1. Miss Amanda QUEIROZ
2. Miss Angel LEUNG
3. Miss Judy PANG
4. Miss LEUNG Wai-sze
5. Mr CHENG Kai-to
6. Mr Derek HUNG Chiu-wah, Member of Yau Tsim Mong District Council
7. Mr IP Ngo-tung, Member of Yau Tsim Mong District Council
8. Mr KAN Tai-keung, Museum Expert Adviser of the Leisure and Cultural Services Department
9. Mr KONG Chun-kit
10. Mr KWONG Chi-ching
11. Mr LIN Ming-chen
12. Mr Stephen CHAN Chit-kwai, Member of Central and Western District Council
13. Mr U Ka-long
14. Mr WONG Kwok-fun
15. Ms CHOI Wai-shan
16. Ms Yolanda NG Yuen-ting, Member of Wan Chai District Council
17. 晴女士
18. 楊南昌先生
19. 潘善剛先生

List of the deputations/individuals which/who have provided written submissions only

1. Democratic Party
2. Dr K P CHEUNG
3. Hong Kong Alternatives
4. Hong Kong Arts Development Council, Literary Arts Group
5. Hong Kong Dance Company
6. Hong Kong Institute of Contemporary Culture
7. Mr YEUNG Wai-sing, Member of Eastern District Council
8. The Hong Kong Ballet
9. The Hong Kong Philharmonic Society Limited

**Implementation schedules of the planned transport infrastructure/
road improvement works for the West Kowloon area**

Pedestrian Infrastructures

(Please refer to the diagrammatic layout at Figure A1)

New Transport Infrastructures	Description	Supporting Facilities/Developments (Completion Year)	Implementation Period
Austin Road Pedestrian Linkage Systems	Pedestrian linkage systems between MTR Austin Station and Xiqu Centre	Xiqu Centre (2017)	2015-2017
West Kowloon Terminus (WKT) Pedestrian Deck	A large pedestrian deck linking WKT and WKCD at ground level	Centre for Contemporary Performance (2022 at the earliest), Medium Theatre II (2022 at the earliest) and HOR developments in Zones 2A (after 2022) and 2B (after 2020)	2011-2017
China Ferry Terminal Bridge	A pedestrian link between Hong Kong-China City and Waterfront promenade of WKCD	Waterfront Promenade (2022 at the earliest) and Medium Theatre I and HOR alongside (after 2022)	2019-2022
Artist Square Bridge	A pedestrian link between Elements Shopping Mall and Artist Square of WKCD	M+ (2018), the Park (2015-2017), Lyric Theatre and HOR developments in Artist Square (around 2020)	2016-2018
Anchorage Bridge	A new footbridge linking the Kowloon Station and the northern tip of WKCD	Mega Performance Venue (subject to alternative funding options)	To be confirmed
Canton Road Entrance to WKCD	A new WKCD entrance on Canton Road subject to the existing Tsim Sha Tsui fire station relocation	The entire WKCD development	To be confirmed
Improvements under WKT of Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL) project	<p>(a) A total of six footbridges, including three footbridges would be provided from WKT to Kowloon Station; two footbridges connecting to Austin Station; one footbridge over Jordan Road connecting to the future public transport interchange.</p> <p>(b) A total of two subways would also be provided to connect WKT with Kowloon Station and Austin Station.</p> <p>(c) An at-grade crossing would also be provided on Wui Cheung Road arm of its junction with Jordan Road.</p>	WKT of XRL	2015-2017

Source: Annex 1 to the Administration's response to members' concerns raised at the Joint Subcommittee meeting on 7 July 2014 [LC Paper No. CB(2)329/14-15(01)]

Vehicular Infrastructures

(Please refer to the diagrammatic layout at Figures A2 and A3)

New Transport Infrastructures	Description	Supporting Facilities/Developments (Completion Year)	Implementation Period
Lay-by at East Gate	Drop-off/pick-up lay by for public transport on Austin Road West	Xiqu Centre (2017)	2015-2017
At-grade road around the Western Harbour Crossing (WHC) tunnel portal	An at-grade vehicular access within WKCD serving M+, the Park and the adjoining HOR developments	M+ (2018), the Park (2015-2017), Lyric Theatre and HOR developments in Artist Square (around 2020)	2015-2017
Lay-by at West Gate	Drop-off/pick-up lay by for public transport on Austin Road West	M+ (2018), the Park (2015-2017), Lyric Theatre and HOR developments in Artist Square (around 2020)	To be confirmed
Flyover across Western Harbour Crossing	A new flyover bridging the elevated Nga Cheung Road and the at-grade road adjoining future Mega Performance Venue/Exhibition Centre	Mega Performance Venue/Exhibition Centre (subject to alternative funding options)	To be confirmed
Lin Cheung Road /Austin Road West Underpass	Grade separation of the existing Lin Cheung Road/Austin Road West junction	WKT and WKCD	2011-2017
Canton Road Widening	Junction Improvement works on Canton Road	Part of West Kowloon Reclamation Development (WKRd) to relieve the traffic congestion problems on Canton Road	2015-2017
Central Kowloon Route	Dual 3-lane trunk road linking Yau Ma Tei Interchange in West Kowloon with the road network on Kai Tak Development and Kowloon Bay in East Kowloon	WKRd to improve connectivity between East and West Kowloon	To be confirmed

Vehicular Infrastructures

(Please refer to the diagrammatic layout at Figures A2 and A3)

New Transport Infrastructures	Description	Supporting Facilities/Developments (Completion Year)	Implementation Period
Road Improvement Works for West Kowloon Reclamation Development - Schemes 1, 2, 3, 4	Scheme 1 - single lane elevated carriageway connecting Hoi Po Road to West Kowloon Highway northbound	WKRD to improve the road network in WKRD area to cope with future traffic demand	2015-2018
	Scheme 2 - single lane elevated carriageway connecting elevated Nga Cheung Road to the toll plaza of Western Harbour Crossing		
	Scheme 3 - single lane at-grade carriageway connecting West Kowloon Highway southbound to elevated Nga Cheung Road		
	Scheme 4 - widening of the junction of Canton Road with Austin Road and Austin Road West, junction of Canton Road with Wui Cheung Road and junction of Canton Road with Jordan Road and Ferry Street		

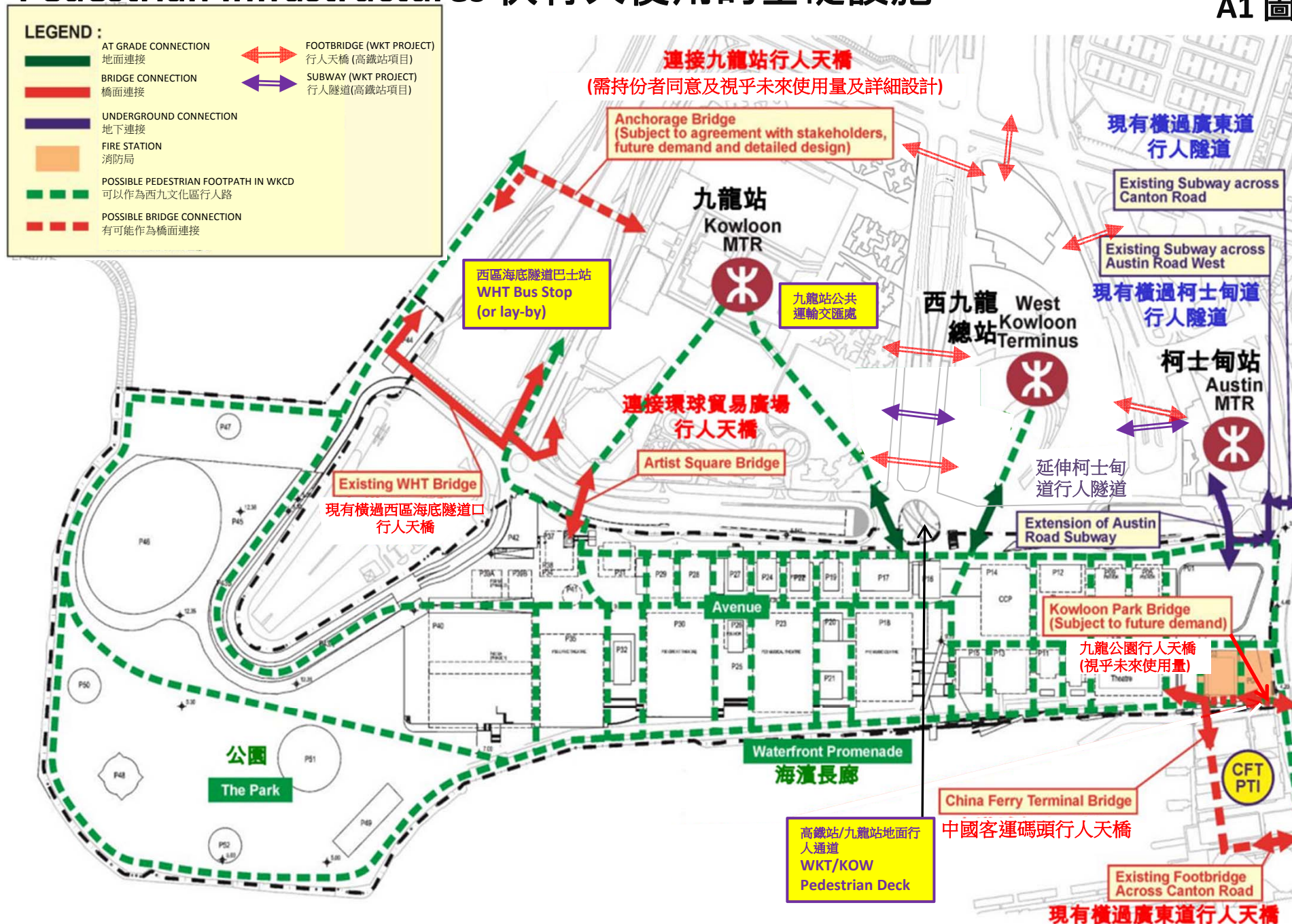
Marine Infrastructures

(Please refer to the diagrammatic layout at Figure A4)

New Transport Infrastructures	Description	Supporting Facilities/Developments (Completion Year)	Implementation Period
Temporary landing facilities/beautification of existing landing facilities	landing facilities serving the early development of WKCD	M+ (2018), the Park (2015-2017), Lyric Theatre and office/residential developments in Artist Square (around 2020)	2017-2020
Permanent Pier(s)	Pier(s) serving WKCD	The entire WKCD development	To be confirmed

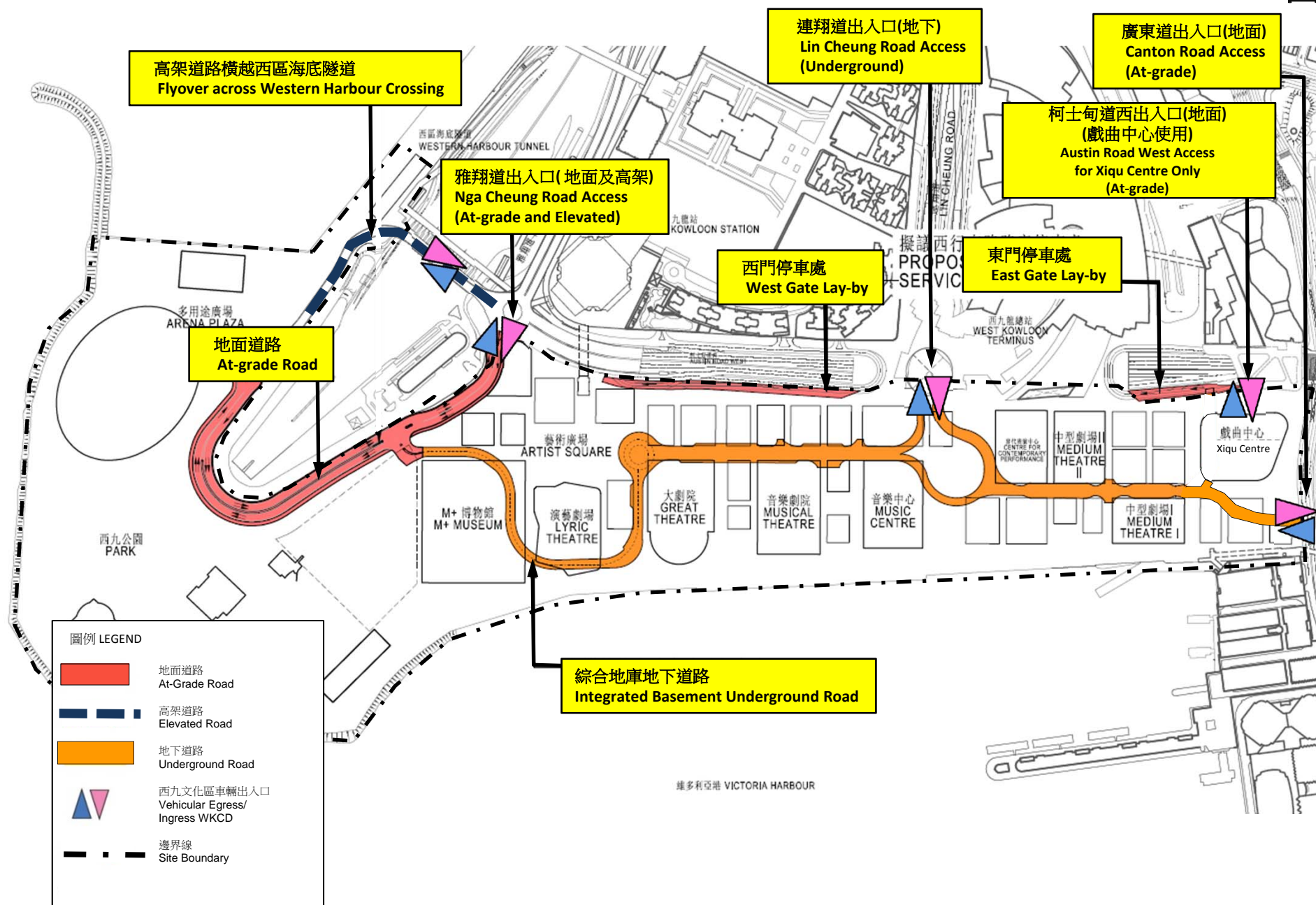
Pedestrian Infrastructures 供行人使用的基礎設施

Figure A1
A1 圖



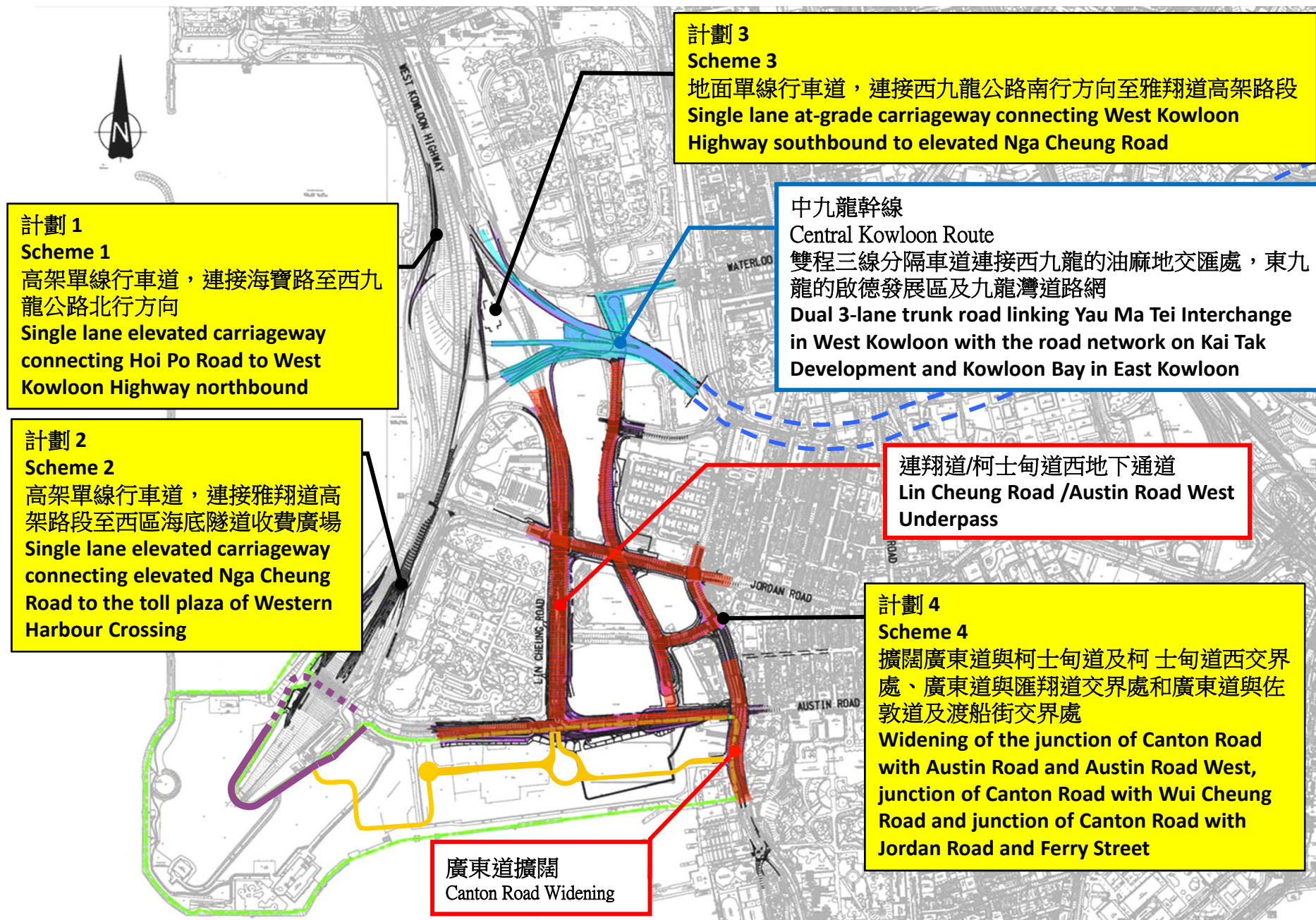
Vehicular Infrastructures 供車輛使用的基礎設施

Figure A2
A2 圖



Vehicular Infrastructures供車輛使用的基礎設施

Figure A3
A3圖



Marine Infrastructures 供海運的基礎設施

Figure A4
A4 圖

