

西九龍文娛藝術區發展計劃

致立法會西九龍文娛藝術區發展計劃小組委員會
之意見立場書



香港建築師學會
二〇〇五年九月

West Kowloon Cultural District Development

Paper submitted to
Subcommittee on West Kowloon Cultural District Development
Legislative Council



The Hong Kong Institute of Architects
September 2005



香港建築師學會
The Hong Kong Institute of Architects

香港建築師學會
致立法會西九龍文娛藝術區發展計劃小組委員會
有關西九龍文娛藝術區發展計劃之意見立場書

香港建築師學會（本會）成立了「西九關注組」收集本會會員的意見，並制定本會對發展西九龍文娛藝術區之意見立場。

香港建築師學會歡迎立法會西九龍文娛藝術區發展計劃小組委員會之第一期研究報告，本會認為有關報告仔細及全面，本會亦支持報告之結論及建議。以下是小組委員會提出之未來路向建議，與本會之看法及建議一致：

- 放棄採用「單一招標」發展模式；
- 就發展模式及推行策略廣泛諮詢公眾及相關界別；
- 確保決策程序具透明度及問責性；
- 進行研究以確定西九龍文娛藝術區擬設的每項核心設的需求及技術要求；
- 為西九龍文娛藝術區的發展事宜設立監督機構。

本會曾就西九項目多次發表意見，而本會目前仍抱持基本一致的意見。本會過去的意見，請參閱以下信函（信函內容請參閱英文版的附件一）：

日期	收件人	信件標題
25.01.05	政務司司長	西九第二期：規劃及發展程序建議書
16.12.04	政務司司長	西九龍文娛藝術區發展
18.10.04	政務司司長	西九龍文娛藝術區發展
01.03.04	拓展署	香港建築師學會對西九發展的回應

本會認為，儘管過去兩、三年社會各界（包括本會在內）對西九項目相當關注，但政府處理西九項目的方式仍然備受爭議。

本會謹藉此機會，再次重申本會的建議，即以「分拆招標」模式代替政府原先採納的「單一招標」模式，重點如下：

1. 以「分拆招標」代替「單一招標」模式

本會自二〇〇四年開始一直建議採用的「分拆招標」模式，主要包括以下基本程序。有關詳情請參閱本會過往的信函。

- 1.1 成立具代表性及公眾參與（「由下而上」模式）的臨時西九發展局或專責委員會，負責統籌西九發展的軟件配套及硬件建設；
- 1.2 就制定香港文化藝術整體發展方向的「藝術發展藍圖」及配套設施（不只限於西九項目）、適當的西九興建及營運模式、發展密度以及西九地標「天篷」等核心議題進行公眾諮詢，並將結果分析整理；



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- 1.3 以社會共識為基礎，透過公開透明的程序廣納公眾意見（並可輔以有關政府部門的專業協助），從而制定「規劃大綱」，然後依循正常規劃程序辦理，包括向城市規劃委員會（城規會）正式申請；
- 1.4 由臨時西九發展局或政府在不涉商業利益的前題下，訂立可修改的「總綱發展建議」，制定建築設計指引以協調不同階段的發展項目，並可就不同的發展項目部分舉辦建築設計比賽。
- 1.5 分期實施總綱發展建議，並制定監察檢討機制，確保文娛藝術發展區及其資金來源符合社會需要，長遠而言能支持藝術的自然發展。

2. 其他核心議題

本會注意到，政府在參考公眾及專業人士的意見後，已有意放棄原來的「單一招標」模式及重新考慮實施機制，但本會對多項重要議題仍十分關注，特別是：

- 香港欠缺清晰的文化藝術發展方向及相關配套設施策略；
- 西九發展密度不明確；及
- 備受爭議的西九地標「天篷」。

2.1 藝術發展藍圖及規劃大綱

本會對政府在發展建議邀請書（邀請書）中建議的文娛藝術設施仍然十分關注。本會認為政府應採納上文建議的程序 1.1 及 1.2，以檢討及制定香港的藝術發展需要，配合西九項目及香港都會地區的短期及長遠發展需要。

在社會對文化藝術設施及藝術發展區內的其他項目達成共識後，臨時西九發展局或專責委員會就能夠確定規劃大綱，其中應包括城規會的參與。此外，本港的專業團體也能在過程中提供協助，從而確保這幅重要的市區土地及臨海範圍有適當的都市設計。本會現正整理規劃大綱的設計建議，稍後可將結果提供給政府及各界人士作進一步參考。

2.2 西九發展密度

對於根據西九概念規劃比賽冠軍作品得出的 1.81 地積比率，已有發展商表示這個比率在財務上是可行的。

這地積比率是對應九龍維港海旁的策略性方案，亦被視為有利於香港整體的社會及環境。

因此，本會建議政府維持這個配合海濱地段發展的適當密度方案。1.81 的地積比率及其發展組合乃根據概念規劃冠軍作品得出，這是適當的數據，有助規劃設計廣大而完善的海濱文娛藝術綠化用地；更完善地設計和提供具有不同特色及開揚的公共空間，擴闊對維港的景觀及拉近與維港的距離；以及使海濱長廊的空間比例適中、設計更為完善，達到人車分隔的效果。在總綱發展藍圖範圍外而具備優質設計及有重大規劃得益的未來發展方案，應由城規會按地積比率、樓宇高度以及其他發展管制的措施去作個別情況考慮，以成就這香港地標。



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2.3 地標「天篷」

天篷的設計被視為是二〇〇一年概念規劃比賽冠軍作品的一個主要特點。本會向來支持和推動建築設計比賽，並認同應採用優勝作品的設計；然而，我們必須分辨哪些是概念設計的要素，哪些是後期設計及發展規劃的範圍。

在公眾諮詢及各界激烈討論之際，本會進行了一項調查，收集會員對「天篷」的意見。本會現已整理結果，詳細調查報告請參考附件二。

值得指出的是：調查結果顯示，有 62% 的回應者反對天篷的設計或對其有保留，27% 回應者表示支持，及 11% 回應者表示中立或沒有太大意見。

支持天篷設計的回應者當中，44% 同意以概念規劃比賽冠軍作品的設計概念為基礎，而 40% 認為天篷概念配合西九主題：「創地標、顯文化、添悠閒」。

反對天篷設計或對其有保留的回應者當中，32% 回應者從技術或環境方面考慮，而 30% 回應者從價值觀方面考慮，包括社會價值及金錢價值等，另外 38% 回應者提出其他方面的意見。詳細的其他方面意見可參考本會網頁 www.hkia.net。

本會認為，「公眾必須知道他們有何選擇」，而對於發展建議邀請書要求天篷必須覆蓋整個項目不少於 55% 的規定，政府必須慎重三思。

3. 總 結

總括而言，正如本會於二〇〇四年三月一日去信中清楚表明：

「應特別注意的是……原評審團十分重視以較低層建築為主的『綠化』發展。相信閣下也很清楚，原來的比賽只是『概念規劃比賽』，在邀請發展建議書前仍須……就規模、性質、建造『天篷』的可行性、實際藝術設施、相關發展密度等重要事項作出重要決定，……透過公開透明的程序融入適當的公眾參與／社會考慮因素。『香港社會普遍希望一個怎樣的西九？』這個基本問題現時尚未有答案。」

在上述前題下，本會再次促請政府採納「分拆招標」模式，並成立臨時西九發展局或專責委員會，引入公眾參與，以透明的運作方式將西九項目納入正常的規劃發展程序，從而使西九項目在文化藝術、社會經濟及環境各方面均可持續發展，以香港整體長遠利益為依歸。

本會謹此重申，除了「單一招標」問題外，西九發展項目尚有其他重要議題有待解決。



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**West Kowloon Cultural District Development
HKIA Position Paper for Submission to
Sub-committee on West Kowloon Cultural District Development,
Legislative Council**

The Hong Kong Institute of Architects (HKIA) has set up its WKCDD Concern Group to collect views from our members as well as formulating positions of the Institute with respect to the captioned issue.

The HKIA welcome the Sub-committee on West Kowloon Cultural District Development's Phase 1 Study Report. We consider that the Report is comprehensive and thorough. The conclusions and recommendations are fully supported by the HKIA. The following recommendation on way forward by the Sub-committee as stated in its Report are very much in line with the views and recommendations of the HKIA:

- Abandon the single-package development approach;
- Conduct extensive consultation with the public and relevant sectors on the mode of development and implementation strategy;
- Ensure transparency and accountability in the decision-making process;
- Undertake studies to affirm the needs and technical requirements for each of the core facilities to be provided in WKCD;
- Set up an overseeing authority for the development of WKCD.

In the past, the HKIA has expressed opinions in this connection, which remain consistent and valid, including the following correspondence as attached in Appendix 1 of this Paper:

<u>Date</u>	<u>To</u>	<u>Title</u>
25.01.05	Chief Secretary	Stage 2 WKCDD: Planning & Development Process Proposal
16.12.04	Chief Secretary	West Kowloon Cultural District Development
18.10.04	Chief Secretary	Development of WKCD
01.03.04	TDD	Response to the Development of WKCD from the HKIA

We are concerned that the Government has so far proceeded with the project in a controversial way, despite the fact that concerns were made by the community, including the HKIA, over the last two years.

At this juncture, the HKIA writes to reiterate the following salient points of our previously recommended **“incremental approach” which should replace the “single-development approach”** as initially taken by the Government.

1. Incremental Approach instead of Single-development Approach

The recommended “Incremental Approach”, as initiated by the HKIA since 2004, essentially embraces the following key steps. Relevant details may refer to our previous correspondence.

- 1.1 Forming a Provisional WKCDD Board or Special Committee with balanced representation and public engagement (“bottom-up approach”) for coordinating both the *software* and *hardware* of the project;



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- 1.2 Consolidating the analysis of public consultation on the core issues, including the overall strategies for cultural development in Hong Kong – the “Arts and Cultural Policy Blueprint” – and the corresponding facilities (not only limited to the site of WKCDD), the appropriate mode of procurement and operations for WKCDD, as well as the issue of the development density and the iconic “canopy” in WKCDD;
- 1.3 Formulating the “Planning Brief” based on public consensus and in a transparent, participatory process (possibly with the professional assistance by the relevant government departments), and then following the *normal* planning process including the application to the Town Planning Board;
- 1.4 Further developing an adaptable “Master Layout Proposal” by the Provisional WKCDD Board OR Government (without commercial interest), with design guidelines to be established for coordinating the interface of staged developments, possibly with architectural competitions for different elements.
- 1.5 Implementing the Master Layout Proposal incrementally, together with a monitoring and reviewing mechanism to ensure that the cultural development and its financial support will be in line with the societal needs to allow for organic growth over time.

2. Other Core Concerns

While noting that, based upon public and professional opinions, the Government is intending to give up the initial “single-development approach” and reconsider the implementation mechanism, the HKIA still has significant concern about a number of core issues as raised, in particular the following:

- The lack of overall cultural strategies for Hong Kong and the corresponding cultural facilities;
- The uncertainty of development density; and
- The controversy of the iconic “canopy” in WKCDD.

2.1 Arts and Cultural Policy Blueprint & Planning Brief

The HKIA maintains our concern about the proposed cultural facilities as issued by the Government in the IFP (Invitation for Proposal). The HKIA opines that the processes 1.1 and 1.2 as recommended above should be adopted by the Government for reviewing and consolidating the cultural development needs in Hong Kong – in both the short and long terms, and in both West Kowloon and the metropolitan areas of Hong Kong.

Subsequent to the public consensus on the cultural facilities and the related developments in the cultural district, the Provisional WKCDD Board or Special Committee would then be able to affirm the Planning Brief, which should involve the Town Planning Board. The local professional institutes would be able to assist in this process, with a view to ensuring that the appropriate urban design elements could be integrated into this important urban area and its waterfront. HKIA is separately compiling suggestions for the Planning Brief, and will be pleased to share further with the Government and public.

2.2 Development Density

There are opinions from the developers confirming the financial viability of the 1.81 plot ratio, which is based on the first prize-winning entry of the Concept Plan Competition.



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This waterfront-sensitive approach strategically for Kowloon waterfront bordering Victoria Harbour is considered beneficial – socially and environmentally for Hong Kong as a whole.

The HKIA therefore suggests the Government to maintain the waterfront-sensitive development density approach. The plot ratio of 1.81 and the development mix taken from the winning concept plan is considered an appropriate datum. It will facilitate more extensive and better design of green park along the waterfront for culture and leisure; better design and provision of a network of public open spaces with varying characters and visibility / connectivity to the harbour; and better design and scale of waterfront promenade with pedestrian / traffic separation. However, outstanding development schemes of high design quality and significant planning gains beyond the level shown in the Master Plan, should be considered in a case by case manner, for acceptance by the TPB for flexibilities in terms of plot ratio, building height and/or other development control measures, so as to encourage the creation of an outstanding landmark for Hong Kong.

2.3 Iconic “Canopy”

The canopy design was considered as a key feature of the winning design of a concept plan competition in 2001. The HKIA always supports and promotes architectural design competition, and respects the adoption of the winning design for implementation, but attention has to be made in differentiating the essence of a concept design from the subsequent design and development stages.

In the context of public consultation process and heated debates in the society, the HKIA has carried out a survey with our professional members with respect to the “canopy”. A detailed survey report is attached as Appendix 2 to this Paper.

It is worth noting that the Survey Results show that 62% of the respondents either object to or have reservation with the canopy design of the WKCD, 27% of the respondents showed support and 11% of the respondents are neutral or have no major comment.

From those respondents who support the canopy design, 44% agree that the first prize winning entry of the Concept Plan Competition should be adopted as the basis, while 40% agree to the canopy design will be in line with the theme “An Icon for Culture and Leisure”.

From those respondents who object or have reservation on the canopy design, 32% have either technical or environmental concern on the canopy, while 30% have cost concerns including social cost and value for money. 38% of the respondents had provided other reasons which is available for public viewing at the HKIA Website www.hkia.net.

The HKIA reckons that “*choices must be presented to the public*” and the mandatory requirement for the canopy covering not less than 55% of the site area as set in the IFP by the Government MUST be subjected to serious reconsideration.

3. Summary

In summary, as already clearly stated in our correspondence dated 1 March 2004:



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“Of particular concern, the original Judging Panel had made significant emphasis for the development of a ‘Green Scheme’ based on a relatively low-rise development. You must be well aware that the original competition was only a ‘Concept Plan Competition’; further important decisions should be made prior to the invitation for proposals regarding significant issues such as the size, nature and buildability of the ‘canopy’, content of the cultural facilities, associated development intensities,with appropriate contribution / consideration from the community through open and transparent processes. The fundamental question which has yet to be answered should be: ‘What does our Community at large in Hong Kong want at WKCD?’”

In the light of the above, the HKIA urges the Government again to adopt the “incremental approach” and set up a Provisional WKCD Board or Special Committee with public engagement to steer the project along the regular planning and development procedure in a transparent manner that will enable the WKCD to be sustainable – culturally, socio-economically, and environmentally – for the long-term well being of Hong Kong as a whole.

The HKIA reiterates that there are significant concerns, other than the issue of the “single-development approach” for the WKCD.

The Hong Kong Institute of Architects
September 2005



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The Hong Kong Institute of Architects

Appendix

1. Previous Position Papers of HKIA on WKCDD

- 1.1 Letter to the Chief Secretary for Administration dated 25 January 2005
- 1.2 Letter to the Chief Secretary for Administration dated 16 December 2004
- 1.3 Letter to the Chief Secretary for Administration dated 18 October 2004
- 1.4 Letter to the Territory Development Department dated 1 March 2004

2. HKIA Members' Opinion Survey on the Design of Canopy - "What is Your Views on the Canopy Design ? "

- 2.1 Questionnaire
- 2.2 Survey Results

**Position Papers of
the Hong Kong Institute of Architects on
West Kowloon Cultural District Development**

1.1 Letter dated 25 January 2005 to Chief Secretary for Administration



香港建築師學會
The Hong Kong Institute of Architects

Our ref.: BLA/WKCDD/BL/RC/cw/0105

25 January 2005

The Hon Donald Tsang Yam-kuen, GBM, JP
Chief Secretary for Administration
12/F West Wing
Central Government Offices
Lower Albert Road
Central, Hong Kong

By Fax & By Post
Fax No. 2524 5695

Dear Mr Tsang

**Stage Two West Kowloon Cultural District Development
Planning and Development Process Proposal**

Further to our letter dated 16 December 2004 presenting our views on the development of West Kowloon Cultural District (WKCD), our Institute has prepared a position paper on the Stage Two WKCD Planning and Development Process Proposal which is enclosed herewith for your consideration.

Thank you for your attention.

Yours sincerely

Prof Bernard Lim
President

- c.c. Mr Michael Suen, Secretary for Housing, Planning and Lands
Dr Patrick Ho Chi-ping, JP, Secretary for Home Affairs
Mrs Rita Lau, JP, Permanent Secretary for Housing, Planning and Lands
Ms Lee Lai Kuen Shelley, JP, Permanent Secretary for Home Affairs
Miss Au King-chi, JP, Deputy Secretary for Housing, Planning & Lands (Planning & Lands) 3
Ms Chiu Yuen Chu Lolly, JP, Deputy Secretary for Home Affairs (3)
Mr Fung Hao Yin Vincent, Principal Assistant Secretary for Home Affairs (Culture)
Mr C H Yuen, JP, Director of Architectural Services
Mr Tsao Tak Kiang, JP Director of Civil Engineering and Development
Mr P L Kwan, JP, Project Manager, Civil Engineering and Development Department (Kowloon Development Office)
All Legislative Councillors
Hon Patrick Lau
Ms Grace Woo, Dynamic Star International Limited
Mr Yu Wai Wai, Sunny Development Limited
Mr C K Lau, World City Culture Park Limited
Mr Gordon Ongley, Swire Properties Limited
Mr Lam Sze Tat (via Mr P L Kwan, CEDD)
Dr Stanley Ho, GBS, President, Real Estate Developers Association
Ir Dr Greg Wong, President, HKIE
Mr Leslie Chen, President, HKILA
Mr T T Cheung, President, HKIS
Mr Jimmy Leung, President, HKIP
Ms Ada Wong, Spokesman, Peoples' Panel on West Kowloon

Patron: Mr Tung Chee Hwa, Chief Executive, Hong Kong Special Administrative Region
A Member of The International Union of Architects (UIA), Commonwealth Association of Architects (CAA) and Architects Regional Council Asia (ARCASIA)



香港建築師學會
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新聞稿

2005 年 1 月 21 日

返回正軌的第二階段西九龍文娛藝術區規劃及發展流程建議

香港建築師學會試以綜合社會連月來就西九龍文娛藝術區項目討論所得，相信「在西九龍填海土地上發展文化區」，以及「善用地產發展收益支持文化項目」這兩點，是社會人士普遍接納的方向，這亦可說是政府經過首階段邀請提交發展建議書及公眾諮詢展開後，社會初步已建立共識的基礎。本學會有鑑於社會目前對該項目首階段諮詢結束後如何再啓步正處於探索期，希望提出以「穩步漸進」(Incremental Approach)為原則的規劃及分段發展程序建議，以供社會討論及參考：

建議的規劃及分段發展程序重點：

1. 建基已收回的發展建議書，及過去與現時諮詢取得的資料；
2. 按照現時一貫的規劃程序推行計劃；
3. 展示毋需推倒重來，及「單一招標發展」兩者以外的可行方法；
4. 規劃過程逐步先取共識，減少隨後民間透過不同渠道反對及推翻計劃的風險；

建議程序內容：

1. **成立臨時西九龍文娛藝術區發展局**：為更集中及有效統籌和處理隨後西九項目的規劃及發展事宜，本學會汲取社會意見，認為首先成立「臨時西九龍文娛藝術區發展局」，不失為一個恰當的行政架構，讓各關注代表平等在內共商各項事宜。
2. **就核心課題繼續深化現有的公眾諮詢**：在政府研究成立臨時西九文娛區發展局的同時，應從速就項目的核心問題，繼續深化現有的公眾諮詢，當中包括配合香港文化發展方向的文化設施需求、該項目日後的建造及營運模式，及文化區是否需要巨型天幕作為地標等。為讓公眾更掌握項目發展的情況，政府應公開 03 年底至 04 年初，曾就有關項目向文化藝術界收集到的意見，以及在首階段邀請發展建議中，有關建議書提交的財務數據，及市場需求調查結果，以便公眾建基在首階段規劃及諮詢的成果，共同確立該發展區所需的文化設施，及釐定足以支持有關文化設施長遠發展的商住項目發展規模。



香港建築師學會
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3. **制定「規劃指引」(Planning Brief)**：假若社會對該區的文化設施，及商住項目規模有了共識，稍後成立的臨時西九文娛區發展局便可根據慣常的城市規劃程序，制訂該發展區的「規劃指引」，而城市規劃委員會亦會參與有關程序，確認指引，並制定法定的「分區計劃大綱圖」。
4. **舉行包括設計比賽的發展招標，制定「整體發展藍圖」**：西九文娛發展局隨後可按照已達至共識的規劃指引及分區計劃大綱圖，就各有關設施在區內的佈局設計，舉行包括設計比賽的發展招標，以制定「整體發展藍圖」(Master Development Proposal)，展現該區未來發展的輪廓，這亦有助發展局以「穩步漸進」的原則分期推展項目，而該比賽亦應訂明，勝出單位將可獲得整體發展中某個百分比(如 25% 或 30%)的首期批地發展作為獎項，而首期發展應同時包括文化設施及商業發展項目。
5. **釐定發展條款，分期招標**：文化發展並無硬性規定，文化設施需求亦可隨時代轉變；西九文娛區發展局應因時制宜，根據已制訂的「整體發展藍圖」，定期作出檢討及調節，並按市場實際情況，就各商住項目及文化設施分期進行招標。而發展局亦應在發展合約上列明嚴格的條款，確保有關文化設施得到足夠的支援。

建議程序好處：

1. 提高項目的認受性，減少發展風險，當中包括民間反對帶來的變數，以及單一招標項目歷時太長的市場環境變化帶來的發展風險；
2. 根據一貫的規劃程序，在發展時間上較能掌握；
3. 程序公平公正公開；
4. 明確批地條款，有助土價真實反映；
5. 配合文化設施需求可能隨時代轉變，因時制宜。



香港建築師學會
The Hong Kong Institute of Architects

Press Release

21 January 2005

**Stage Two West Kowloon Cultural District (WKCD) Planning and
Development Process Proposal**

Planning and Phased-stage Development Process based on Incremental Approach

The Hong Kong Institute of Architects (HKIA) has attempted to consolidate the public discussion results of the previous months. It is believed "to develop a Cultural District on the West Kowloon Reclamation" and "to make good use of property development proceeds for supporting cultural projects" are the two main directions generally accepted by the public at large. This is also considered as the basis for consensus initially established by the public after the government has launched the Stage One Invitation for Proposals and the commencement of public consultation.

As the public at large are still exploring on how to proceed further after the end of the Stage One consultation on the WKCD development, HKIA hopes to put forward the proposal of using the Incremental Approach as the basis for the Planning and Phased-stage Development Process for public discussion and reference:

Planning and Phased-stage Development Process on the basis of
Incremental Approach

1. Establish the Provisional WKCD Development Board

For a more focused and effective co-ordination and management of the subsequent issues arising from the planning and development of the WKCD project, HKIA has generalized from public opinions that the initial establishment of the Provisional WKCD Development Board is considered to be an appropriate administrative structure capable of facilitating the representatives of all parties concerned to discuss various issues on equal basis.

2. Engage further public consultation on core issues

While the government is studying the proposal to establish the Provisional WKCD Development Board, efforts should be directed at the same time to engage further public consultation on the core issues of the project. Such issues include the needs for cultural facilities matching the direction of cultural development in Hong Kong, the future modes of construction and operation of the project, and whether a giant canopy is required as a landmark for the cultural district. In order to keep the public informed of the development progress of this project, the government should make public the opinions collected from the cultural and arts sectors on the project during the end of 2003 to early 2004 period, the financial data submitted in the proposals at the Stage One Invitation for Proposals and the market demand survey results, so as to facilitate the public to reach consensus, on the basis of the Stage One Planning and Consultation results, on the required cultural facilities in the cultural district and to determine the scale of development of the commercial and residential projects for supporting the long term development of the relevant cultural facilities.



香港建築師學會
The Hong Kong Institute of Architects

3. Compile the Planning Brief

If the public at large have reached consensus on the cultural facilities and the development scale of the commercial and residential projects in the cultural district, the Provisional WKCD Development Board to be set up subsequently will be able to follow the regular town planning process by drawing up the Planning Brief. The Town Planning Board will also be involved in the relevant process, affirm the Planning Brief, and then draw up the Outline Zoning Plan.

4. Organize a tender for development including design competition and compile the Master Development Proposal

The WKCD Development Board may subsequently follow the Planning Brief and Outline Zoning Plan in consensus to organize a tender for development including design competition for the layout design of the various relevant facilities inside the cultural district in order to compile the Master Development Proposal shaping up the future development of the district. This is also helpful to facilitate the WKCD Development Board to launch the project in different stages under the Incremental Approach. And the competition should also specify that the winner will get the right to develop a certain percentage (such as 25% or 30%) of the Phase One land parcels of the overall development as its prize. And the Phase One development should include cultural facilities and commercial development projects at the same time.

5. Strict development conditions and tender in phases

There are no fixed rules for cultural development and the needs for cultural facilities may also change over time. The WKCD Development Board should make timely decisions by reviewing and adjusting the ready Master Development Proposal at fixed time intervals and to organize tenders in phases for various commercial and residential projects according to the actual prevailing market conditions. The WKCD Development Board should also specify the strict conditions clearly in the development contract to ensure sufficient support is available for the relevant cultural facilities.

The HKIA has pointed out that for large-scale projects like the WKCD, substantial development risk exists. Furthermore, if its planning process has not yet obtained common consensus from the public at large, changes may occur in each and every step when the project is launched. Therefore, the WKCD project, which is now founded on public support for continuous development, should start from the core issues again and proceed step by step to engage further consultation, trying to obtain public consensus progressively and to complete the regular planning process to ensure sufficient recognition is obtained for the project before proceeding to the different stages of development. This will help to reduce risk with better assurance and control of the planning and development time. The relevant process will also display a more fair and just planning mechanism to ensure land prices are more accurately reflected in the market during project tenders ensuring the precious land resources in Hong Kong are well utilized.

以「穩步漸進」為原則的規劃程序與現時「單一招標」方案的時間表比較

2005	2006	2007	2008
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以「穩步漸進」為原則的
規劃及分段發展程序
(Incremental Approach)

成立臨時西九龍文娛藝術區發展局			
深化現有的公眾諮詢			
制訂「規劃指引」，「分區計劃大綱圖」			
	邀請建議書 第二階段	發展招標，制定 「整體發展藍圖」	
		評審程序	選出第一期中標者

現時「單一招標」方案
(Single-development
Approach)

公眾諮詢				
評審程序				
	政府與最後中選建議者磋商細節 同期邀立法會，城規會考慮建議			
		制訂「分區計劃大綱圖」	與中選者簽訂 計劃協議	
		臨時協議		

**Position Papers of
the Hong Kong Institute of Architects on
West Kowloon Cultural District Development**

1.2 Letter dated 16 December 2004 to Chief Secretary for Administration



香港建築師學會
The Hong Kong Institute of Architects

Our Ref. : BLA/WKCDD/ES/RC/cw/1204

16 December 2004

The Hon Donald Tsang Yam-kuen, GBM, JP
Chief Secretary for Administration
12/F West Wing
Central Government Offices
Lower Albert Road
Central
Hong Kong

By Fax and By Post
Fax No. : 2524 5695

Dear Mr Tsang

West Kowloon Cultural District Development

Further to our letter dated 18 October 2004 to you presenting our views on the development of West Kowloon Cultural District (WKCD), our Institute has prepared a position paper on WKCD which is enclosed herewith for your kind consideration.

Thank you for your attention.

Yours sincerely

Edward Shen
President

Encl

- c.c. Mr Michael Suen, Secretary for Housing, Planning and Lands
Dr Patrick Ho Chi-ping, JP, Secretary for Home Affairs
Mrs Rita Lau, JP, Permanent Secretary for Housing, Planning & Lands
Ms Lee Lai Kuen Shelley, JP, Permanent Secretary for Home Affairs
Miss Au King-chi, JP, Deputy Secretary for Housing, Planning & Lands (Planning & Lands)3
Ms Chiu Yuen Chu Lolly, JP, Deputy Secretary for Home Affairs (3)
Mr Fung Hao Yin Vincent, Principal Assistant Secretary for Home Affairs (Culture)
Mr C H Yue, JP, Director of Architectural Services
Mr Tsao Tak Kiang, JP, Director of Civil Engineering and Development
Mr Kwan Pak Lam, JP, Project Manager, Civil Engineering and Development Department (Kowloon Development Office)
All Legislative Councillors



香港建築師學會
The Hong Kong Institute of Architects

香港建築師學會
就西九龍文娛藝術區發展立場書

香港建築師學會一向反對把佔地四十公頃的西九龍文娛藝術區，交予單一財團發展的模式，今天亦促請政府暫停現時「三選一」¹的單一財團揀選安排，改以開放態度，讓公眾能夠一同參與是項規劃，協助政府先行制定一幅「總規劃藍圖」，當中清楚列明各項達至共識的文化設施，與各地皮的發展密度，讓該區隨後分期批地發展。

本學會提出有關訴求，理據如下：

單一財團發展模式弊多於利

政府曾提出，西九龍文娛藝術區單一財團發展模式有利統一籌劃銜接，及避免多份互相牽連的契約會引起法律訴訟等；但本學會認為，單一財團承擔龐大投資項目，風險集中，最終只會減低政府的議價能力。與此同時，政府內部若要製訂一套歷時二、三十年的完善監管機制，及沒有漏洞的發展規限條文，比較先行制定一幅「總規劃藍圖」會更為困難，若監管機制有欠完善，或規限條文出現漏洞，問題在多年後才告浮現，今天的市民及立法會議員亦將追究無從。

分期發展在技術上完全可行

不論巨型天幕設計是否得到各方認同，「總規劃藍圖」將可令項目分期展開、連繫全區的巨型天幕亦能統一建成。事實上，巨型天幕並非獨立存在，它亦必須配合地面的各項設施，工程不論由單一財團或多個財團共同興建，都必須分期進行，互相配合。政府現行做法只是將以往新發展區的分期規劃工作，全交由單一財團負責；但此舉將為社會帶來沉重的代價，這包括土地價值的損失、加劇社會不滿的情緒，及一個世代的地標印記一場難以服眾的「賽事」。

¹ 「三選一」：政府內部於今年十一月，已從提交發展建議書的五個單位中，自行選定三大方案，然後期望有關方案經十五個星期公開展示及諮詢後，可再從中選定一個，成為計劃最終的單一發展財團。



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政務司司長曾蔭權於本月六日在報章發表文章指，「要興建符合大眾理想、世界水平的文娛藝術區，我們不可以因循故轍，繼續以舊模式進行。」又反問大家「政府用一貫的方式，把這塊地皮拍賣出去，既省時，又可紓緩財政壓力，何樂而不為？但到時文化藝術又要與其他項目競逐公共資源……。」本學會並非認同政府繼續以舊模式進行是項規劃，但促請政府以新思維研究「分期批地發展」及「引入商業元素推動文娛藝術發展」兩者之利益。

本學會提出先制定「總規劃藍圖」，當中清楚列明區內各地皮發展密度，令市場資訊更清晰透明，加上分期批地發展令市場引入競爭，有助反映土地的真正價值，至於如何運用，及管理從商業元素而來的收益推動文藝設施發展，則可以是分拆討論的另一議題。

不設地積比率上限的發展方案無從比較

政府去年邀請財團提交發展建議書時，沒有嚴格規定項目的發展密度，結果造成目前政府內部選定的三個入圍方案，出現不一的地積比率。事實上，地積比率直接影響計劃的財務安排，亦影響政府的地價收益，牽一髮而動全身，在沒有客觀及一致標準的情況下，市民難以作出客觀比較，更甚的是政府沒有清楚交代公眾的意見會如何影響目前「三選一」程序下的賽果。

地價長久以來都是政府批出發展項目的主要客觀比較數據，而政府現時不設定地積比率的發展安排，是不合理及不必要地放棄一直行之有效的機制。

選定發展方案後才交城規會斟酌發展密度的安排有違公平原則

根據政府現行安排，政府有意在三個入圍方案中先選定其中一個後，才與該財團商議各項細節事宜，計劃屆時亦會提交城市規劃委員審議及修定。此舉經已引發「三選一」挑選程序的公平問題，假若選中的方案未如理想而需作修定，那為何落選的兩個方案不能一同修改至理想？若然三者都不是理想方案，需及後進行修改，為何市民大眾要在修改前便作「三選一」的取捨決擇？既然如此，是否意味政府無可避免，亦責無旁貸的需先行釐定一套客觀及絕對的評審準則？



香港建築師學會
The Hong Kong Institute of Architects

政府必須以客觀、清晰及高透明度的評審準則，才能以理服人，讓市民及外界感受到這是一個公平競賽；而「公平」正是香港社會多年來賴以成功的核心價值。

發展商提交建議書前，政府未有就應否單一發展諮詢公眾

政府雖稱西九龍文娛藝術區發展項目是得到社會大眾支持才推行，但本學會必須重申，政府現時提出極具爭議的單一財團發展模式，並沒有事先諮詢公眾及專業團體，便貿然推行。本學會是在去年九月政府公開邀請財團提交發展建議書後，才獲政府知會有關安排；而本學會及不少社會人士在過去一年曾多次痛陳單一財團發展的問題，但政府卻一直未有對此作出具體回應及修訂計劃。

促設「西九龍文娛藝術區發展局」管理文娛事項及發展

最後，本學會促請政府返回「單一財團發展模式」的問題核心，接受儘管連同天幕設計的四十公頃文娛藝術區，在技術上分期發展完全可行的專業意見，並成立「西九龍文娛藝術區發展局」，包羅文化界、專業人士、立法會議員、地區人士、發展商及政府代表，並邀請國際專家作為獨立顧問，根據西九文娛區「總規劃藍圖」，統籌、評審及監察該區分期發展和日後營運的事宜。

— 完 —

2004 年 12 月 11 日

**Position Papers of
the Hong Kong Institute of Architects on
West Kowloon Cultural District Development**

1.3 Letter dated 18 October 2004 to Chief secretary for Administration



香港建築師學會
The Hong Kong Institute of Architects

Our Ref. : BLA/WKCD/ES/RC/cw/1004

18 October 2004

The Hon Donald Tsang Yam-kuen, GBM, JP
Chief Secretary for Administration
12/F West Wing
Central Government Offices
Lower Albert Road
Central
Hong Kong

By Fax and By Post
Fax No. : 2524 5695

Dear Mr Tsang

Development of the West Kowloon Cultural District (WKCD)

We refer to our letter of 1 March 2004 issued to Mr Kwan Pak Lam, Project Manager (Kowloon) of CEDD, communicating the Hong Kong Institute of Architects' concerns and proposals toward the procurement of the West Kowloon Cultural District Development. A copy of the said letter is attached for your reference.

We understand that the Government had made the decision to proceed with the IFP despite concerns made by various sectors of the community, including the HKIA, and is currently in the process of assessing the submissions.

We would like to reiterate one issue of our earlier proposal that *"since the public has been particularly concerned about the seascape of the Victoria Harbour, the Government should display all design proposals to the public using 3-dimensional models and easily understandable perspective illustrations. This will enable the public to evaluate the ultimate visual effect of each proposal on the Harbour and on the traffic impacts. We propose to hold design exhibitions and public meetings before making the final decision, as they would normally be carried out for important projects in other countries and in the Mainland."*

We note that the Government intends to exhibit those compliant proposals that meet the government's Mandatory Requirements. However, we would strongly request the Government to exhibit ALL design proposals received, whether they are considered as compliant or non-compliant. This will ensure government's assessment is carried out in a fully accountable and impartial manner and enable a genuine public participation to take place, prior to the Government's next step in the selection process.

The HKIA would also like to be kept informed of the programme and status of the assessment process. In this regard, we would suggest the Government to publicize a detail programme of the remaining stages of the assessment and selection process.

(Cont.)

Patron: Mr Tung Chee Hwa, Chief Executive, Hong Kong Special Administrative Region
A Member of The International Union of Architects (UIA), Commonwealth Association of Architects (CAA) and Architects Regional Council Asia (ARCASIA)

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香港建築師學會
The Hong Kong Institute of Architects

Our Ref. : BLA/WKCD/ES/RC/cw/1004

The Hon Donald Tsang Yam-kuen, GBM, JP
18 October 2004
Page 2

We would again draw your attention to the content of our letter of 1 March 2004 and would like to advise that we have not changed our positions as summarized below:

1. The HKIA believes that the selection of a single consortium operating under B.O.T scheme should not be the only solution for the development of the WKCD.
2. For large scale public projects like WKCD, only with prior adequate public consultation would the smooth progress and execution of the projects be possible.
3. A **"West Kowloon Cultural District Development Board"** (WKCDDB) should be established, whose members will include representatives from the cultural and art sectors, Legislative Council, professional groups, regional districts, real estate industry and Government. International experts and scholars will also join the Board as independent advisors.
4. WKCDDB will coordinate the **development by phases** according to an Overall Master Layout Plan; assess and approve the proposals of each phase and monitor the operations in each phase. The Board will also engage full public involvement in the consultation process regarding the design and operations of the Cultural District.
5. Technically it is entirely feasible and appropriate to implement Foster's Sky Canopy and conceptual design phase by phase. WKCDDB should handle technical coordination with reference to a set of established Control Drawings.
6. Since the public has been particularly concerned about the seascape of the Victoria Harbour, the Government should display all design proposals to the public using 3-dimensional models and easily understandable perspective illustrations. This will enable the **public to evaluate** the ultimate visual effect of each proposal on the Harbour and on the traffic impacts. We propose to hold **design exhibitions and public meetings** before making the final decisions, as they would normally be carried out for important projects in other countries and in the Mainland. HKIA is pleased to assist the Government in organizing such exhibitions and meetings with our professional experience.
7. The plot ratio and time frame for each phase of the project should be capped appropriately according to No.6 above. The public should be consulted on all layout plans, design details and their effects on urban design and view aspects. They should afterwards be reviewed and approved by the Town Planning Board. All financial and operational arrangements should be reviewed and approved by the Legislative Council.

(Cont.)

Patron: Mr Tung Chee Hwa, Chief Executive, Hong Kong Special Administrative Region
A Member of The International Union of Architects (UIA), Commonwealth Association of Architects (CAA) and Architects Regional Council Asia (ARCASIA)

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Our Ref. : BLAWKCD/ES/RC/cw/1004

The Hon Donald Tsang Yam-kuen, GBM, JP
18 October 2004
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With lessons learned from the Central Wanchai Reclamation saga, we sincerely hope that the Government is mindful in dealing with this significant project that the general public has already raised their utmost concerns.

Yours sincerely

Edward Shen
President

Encl. as stated

c.c. Mr Michael Suen, GBS, JP, Secretary for Housing, Planning & Lands
Dr Patrick Ho Chi-ping, JP, Secretary for Home Affairs
Mrs Rita Lau, JP, Permanent Secretary for Housing, Planning & Lands
Mr Thomas TSO, JP, Deputy Secretary for Housing, Planning & Lands
Mr C H Yue, JP, Director of Architectural Services
Mr Kwan Pak-lam, JP, Civil Engineering and Development Department
Legislative Councilors
Hon Patrick S S Lau, LegCo Member (Architectural, Surveying & Planning)
Town Planning Board Members
HKIE/HKIP/HKIS/HKILA
AAP

**Position Papers of
the Hong Kong Institute of Architects on
West Kowloon Cultural District Development**

- 1.4 Letter dated 1 March 2004 to Project Manager (Kowloon), Territory
Development Office**



香港建築師學會

The Hong Kong Institute of Architects

1 March 2004

Mr. KWAN Pak Lam, JP
Project Manager (Kowloon)
Territory Development Department
Kowloon Development Office
7th Floor, Empire Centre,
68 Mody Road, Tsim Sha Tsui, Kowloon

Our Ref: BLA/ES/BL/RC/0304-01

Dear *Mr. Kwan,*

Response to the Development of the West Kowloon Cultural District (WKCD)
From the Hong Kong Institute of Architects

We thank you and Mr. Thomas TSO, JP and Mr. C.H. YUE, JP in visiting the HKIA in early January, 2004 soliciting our views regarding the "Invitation for Proposals on the Development of the West Kowloon Cultural District" (IFP). The Hong Kong Institute of Architects (HKIA) believes that the selection of a single consortium operating under the B.O.T. scheme should not be the only solution for the development of the West Kowloon Cultural District.

Whilst HKIA has over the years supported the concept of the West Kowloon Cultural District (WKCD), such as having assisted in the prior Concept Plan Competition with our Past President acting as one of the members of the Judging Panel, it is regretful that the Government subsequently made no further reference to our Institute or other sectors to formulate the further execution of the competition winning project, leaving today a lot of uncertainties and technical queries yet to be addressed as raised by different organizations/individuals from the LegCo, art and cultural sector, allied professionals and the public in the recent months after launching of the IFP last September. For such large-scale public projects today, only with prior adequate public consultation would the smooth progress and execution of the projects be possible.

Of particular concern, we drew the attention of the Government at the meeting that the original Judging Panel had made significant emphasis for the development of a **"Green Scheme" based on a relatively low-rise development**. You must be well aware that the original competition was only a "Concept Plan Competition"; further important decisions should be made **prior to** the invitation for proposals from executing agencies regarding significant issues such as the size, nature and buildability of the "canopy", content of the cultural facilities, associated development intensities (particularly the compatibility of property development), selection process for the executing agencies, with appropriate contribution/ consideration **from the community** through open and transparent processes. The fundamental question which has yet to be answered should be: **"What does our Community at large in Hong Kong want at WKCD?"**



香港建築師學會

The Hong Kong Institute of Architects

Fundamentally in our January meeting, Members present raised the importance of engaging the public, end-users and key stakeholder groups in any further development of the WKCD. Also in any further selection and project development process, **"choices" must be presented to the public** prior to any important decisions, such as the inclusion of certain cultural facilities rather than others; with accountable criteria to be well considered by the community.

Members also emphasized that cultural activities are abstract, dynamic and keep on changing with time, society needs and the economy. Any building design for cultural activities shall have the "subject" and the "content" carefully identified before a schedule of accommodation can be established and the "shell" be built. To determine and conclude the content of a huge cultural complex now once and for all, or largely in the hands of developer consortium, will defeat the dynamic and flexible nature required for the WKCD to cope with the cultural growth of Hong Kong in future. Also, the operators and users of different cultural activities can be totally different entities, and to force them all under one umbrella, i.e. within the operation of one single consortium will mostly likely deprive their fundamental needs.

Members also raised concern that the selection of developer could hardly be fair and equitable without a predetermined maximum development density for this sizable piece of land. Furthermore, the vetting of the selected proposal by the Town Planning Board and the Legislative Council **after** the preferred developer is selected, as mentioned by one of your officers, would leave the Government limited bargaining power and would hardly be seen to be fair to the unselected competitors. The Government would then be vulnerable to challenges by public, which the Institute would not like to see. As such fundamental principles are to be re-examined, we expressed at the meeting that it was not appropriate to comment yet on the selection criteria.

HKIA reiterate our earlier proposed alternatives as follows:

1. Establish a **"West Kowloon Cultural District Development Board"** (WKCDDB), whose members will include representatives from the cultural and art sectors, Legislative Council, professional groups, regional districts, real estate industry and Government. International experts and scholars will also join the Board as independent advisors.
2. WKCDDB will coordinate the **development by phases** according to an Overall Master Layout Plan; assess and approve the proposals of each phase and monitor the operations in each phase. The Board will also engage full public involvement in the consultation process regarding the design and operations of the Cultural District.
3. Technically it is entirely feasible and appropriate to implement Foster's Sky-Canopy and conceptual design phase by phase. WKCDDB should handle technical coordination with reference to a set of established Control Drawings.
4. Since the public has been particularly concerned about the seascape of the Victoria Harbour, the Government should display all design proposals to the public using 3-dimensional models and easily understandable perspective illustrations. This will enable the public to **evaluate** the ultimate visual effect of each proposal on the Harbour and on the traffic impacts. We propose to hold **design exhibitions and public meetings** before making the final decision, as they would normally be carried

Patron: Mr Tung Chee Hwa, Chief Executive, Hong Kong Special Administrative Region

A Member of The International Union of Architects (UIA), Commonwealth Association of Architects (CAA) and Architects Regional Council Asia (ARCASIA)

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香港建築師學會
The Hong Kong Institute of Architects

out for important projects in other countries and in the Mainland. HKIA is pleased to assist the Government in organizing such exhibitions and meetings with our professional experience.

5. The plot ratio and time frame for each phase of the project should be capped appropriately according to #4 above. The public should be consulted on all layout plans, design details and their effects on urban design and view aspects. They should afterwards be reviewed and approved by the Town Planning Board. All financial and operational arrangements should be reviewed and approved by the Legislative Council.

Finally as a local professional body, we advocate that local professionals and art/ cultural expertise should be involved as much as possible in the further development of WKCD. This shall include the opportunities for both the local Architect's Firms and Architects. The WKCD shall ensure opportunities for our fellow local architects, other related profession and art/ cultural sector to widen their exposure and experience in order that the professionals in Hong Kong can acclaim from such major city developments and in future be more capable to compete with others. Merits should be given to proposals which promote and support the professional development of local artists and professionals, in the collaborative efforts to build Hong Kong as a world city.

Yours sincerely,

Edward Shen
President

c.c Mr. Thomas TSO, JP
Mr. C.H. YUE, JP
AAP
HKIE/ HKIP/ HKIS/ HKILA
Legislative Councilors
Town Planning Board Members

香港建築師學會
就西九龍文娛藝術區發展計劃之會員意見調查
你對西九「天幕」概念之立場？

2.1 問 卷

**HKIA Members' Opinion Survey on the
West Kowloon Cultural District Development –**

What is your view on the “Canopy” Design ?

2.1 Questionnaire

西九龍文娛藝術區計劃(西九)之「天幕」： 你對西九「天幕」概念之立場？

中期問卷回覆結果

請輸入香港身份証頭四個字(包括英文字母)

姓名：

Q.1 你對西九「天幕」設計之立場？

- ☐ 中立 / 無大意見
- ☐ 支持 (請續答Q.2)
- ☐ 反對 / 有保留 (請續答Q.3)

Q.2 若支持西九「天幕」設計，主要理據是？

- ☐ 同意以概念規劃比賽冠軍作品的設計概念為基礎
- ☐ 同意「天幕」概念配合西九主題: 創地標、顯文化、添悠閒
- ☐ 其他 (請註明)

Q.3 若反對西九「天幕」設計、或有保留，主要理據是？

- ☐ 技術/環境方面
- ☐ 價值觀方面 (如現今的社會成本考慮)
- ☐ 其他 (請註明)

Submit

The Canopy of West Kowloon Cultural District Development (WKCDD)

What is your view on the “Canopy” design ?

Interim Survey Result

Please enter the first 4 characters of your HKID Card
no.(including english letter)

Full name :

Q.1 What is your view on the “Canopy”
design of WKCDD?

- ☐ Neutral / no major comment
- ☐ Support (Please go to Q.2)
- ☐ Object / have reservation (Please go to Q.3)

Q.2 Your major reason for supporting the
“Canopy” design of WKCDD

- ☐ Agree to adopt the first prize winning
entry of the Concept Plan Competition as the
basis.
- ☐ Agree to the “Canopy” design which
will be in line with the theme of WKCDD –
making a new Hong Kong icon for culture
and leisure.
- ☐ Others (Please state :)

Q.3 Your major reason for objecting to the
“Canopy” design of WKCDD

- ☐ Technical / environmental concerns
- ☐ Cost concerns (e.g., social costs)
- ☐ Others (Please state :)

Submit

背景資料

2005

在2005.06.18，特首曾蔭權首次出席由4大電子傳媒聯辦的大型答問會，談到西九文娛藝術區計劃時，曾蔭權稱根據西九計劃公眾諮詢的初步資料顯示，市民認為西九計劃是正確、可取的政策；對於天幕設計方面，意見不是太紛紜、無什麼大意見。

西九之公眾諮詢期延至2005年6月底，天蓬(或稱「天幕」)概念仍是香港社會各界廣泛關注討論之熱點，香港建築師學會「西九關注組」現正收集會員意見。我們的意見，將有助香港發展一個理想的西九龍文娛藝術區，影響政府日後進行磋商及挑選最合乎公眾利益的建議。

香港建築師學會過往的意見，連結是
<http://www.westkwoonforum.net/>

2003

政府在2003年9月發出發展建議邀請書，要求建議者以2001年概念規劃比賽冠軍作品的總體發展概念計劃為基礎，提交建議，為文藝區提供設施，其中必須包括一個覆蓋發展區範圍55%以上的天蓬。

2001

政府在2001年舉辦了概念規劃比賽，由國際專家評審團從160多個本地及海外參賽作品中挑選。政府以此作為文娛藝術區的建築設計概念：一組以流線型天蓬覆蓋和連接的新穎建築群，將成為維港畔的新地標，有助提升香港的國際形象和地位。冠軍為Foster and Partners所領導的設計小組的作品，評審團認為其優勝之處在於能符合比賽目的，亦即透過制訂概念建築圖，推動香港成為一個世界級的藝術文化城市。設計的最大特色，是一個「流過發展區內各個空間」的巨型天蓬，構成一個別具風格的地標。整幅土地的輪廓蜿蜒曲折，與流水般的天蓬互相輝映，令人一見難忘。評審團認為，令這計劃脫穎而出的主要有八點。

第一，形象獨特，產生一個凝聚而有力的視覺效果，令舉世注目而成為代表香港的標誌。這形象亦帶進取意味，與二十一世紀的香港相配合。

第二，計劃採用橫互發展用地的橫向設計，不與背後的高樓大廈爭鋒，卻與之互相襯托。

第三，提供公眾空間作多元化用途，規模不一。

第四，在香港的中心地帶加進許多綠化區，無論在象徵意義上或實質上，對市民來說都是賞心樂事。

第五，各種活動的分布合理而富於想象力，其設計意念，是吸引人們穿越發展區內的商業及娛樂部分，走到另一面的藝術文化中心。這計劃亦能適當兼顧公眾與個人的興趣，特別是，計劃把各種藝術設施集於一處。計劃內有一個環礁湖，這設計或有點不切實際而備受評審團關注。然而，這個環礁湖可由一個類似的公眾場地來取代，場地內可設置一個與海港分隔的水體。

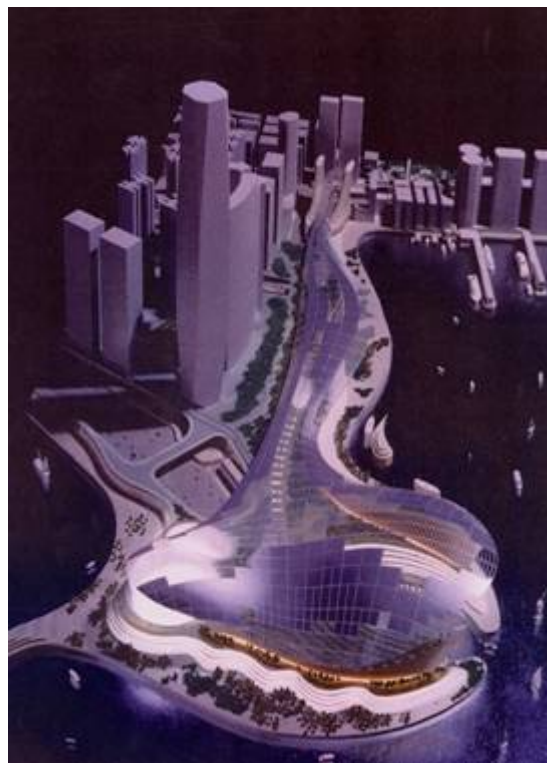
第六，是靈巧地把這地區與周圍一帶及附近的綜合建築物融合起來。連接東面的九龍站及九龍公園的通道，以及支援這通道系統的行人輸送設施，均是這方面的好例子。

第七，是計劃的可行性很高，各項目在技術上容易實行。這些項目包括一個大型商場，以及分別坐落於這幅土地兩端的兩幢較高的構築物——其一為一座藝術文化大樓，而另一構築物則是一個可憑現有技術和經驗建造的大型天蓬。

最後，這個計劃並提出理據充分的資料來作支持，令評審團深表讚賞。

總括而言，評審團認為這巨型天蓬將會是香港一個觸目的地標和主要的旅遊景點，標誌香港展望發展為藝術和文化中心的理想，並會以其雄偉的風格體現這個理想。

連結: <http://www.hplb.gov.hk/wked/chi/concept.htm>



BACKGROUND INFORMATION & LINKS

2005

On 18 June 2005, the Chief Executive Donald Tsang for the first time attended the Q&A session jointly organized by 4 major electronic media, at which he pointed out that the preliminary finding of the public consultation largely shows the public support to WKCD; and with respect to the canopy design, the views are not very diversified and without major adverse comments.

The public consultation for WKCD has been extended to the end of June 2005. The canopy concept remains to be one of the hot discussion topics. The "WKCD Concern Group" of HKIA is collecting members' views on this particular issue. Our views would help shape the direction of WKCD. For public benefits in the long run, we appreciate your views.

For the previous stance of HKIA, please refer to: <http://www.westkwoonforum.net/>

2003

In September 2003, the Government announced an Invitation for Proposals for WKCD, which required the proponents to adopt the first prize winning entry of the Concept Plan Competition as the basis for the master plan, in which a canopy covering not less than 55% of the site area is a must.

2001

In 2001, the Government launched a concept plan competition. The international adjudication panel selected from more than 160 conceptual proposals submitted locally and overseas. The Government based on this architectural design concept for WKCD – a design with streamlined canopy covering and connecting innovative group of architecture to be the new icon the waterfront of Victoria Harbour for enhancing Hong Kong's international image and position.

The championship was the entry submitted by a team led by Foster and Partners. The Jury felt that this submission, more than any other, fulfilled the purpose of the competition to define a conceptual architectural plan to establish Hong Kong as a city of world class arts and cultural activity. The signature feature of the design, a great canopy, "flows over the various spaces contained within the development" to create a unique landmark. The sinuously flowing form of the site contours and the canopy produce a memorable effect. In particular, eight aspects distinguish the winning scheme.

The first is the singularity of image, offering coherent visual authority and something that will become immediately recognizable with Hong Kong and an icon around the world. The image is also progressive, well suited for Hong Kong in the 21st Century.

The second aspect is the horizontality of the scheme across the site that does not attempt to compete with but rather counterpoints the tall buildings behind.

The third aspect is the presence of a multiplicity of public-space opportunities at various scales.

The fourth is the introduction of substantial green space into the heart of Hong Kong, both symbolically and as a real amenity for citizens.

The fifth aspect is the logical and imaginative deployment of programmatic elements and the inherent idea of drawing people through the commercial and entertainment portion of the complex to the arts and cultural centre beyond. The scheme also allows for a good balance between public and private interests and, in particular, the mix of arts facilities offered. One aspect of the project which gave rise to concern was the lagoon which struck the Jury as perhaps impractical. However, this concern would not negate the construction of a similar public space, including a water body disconnected from the harbour

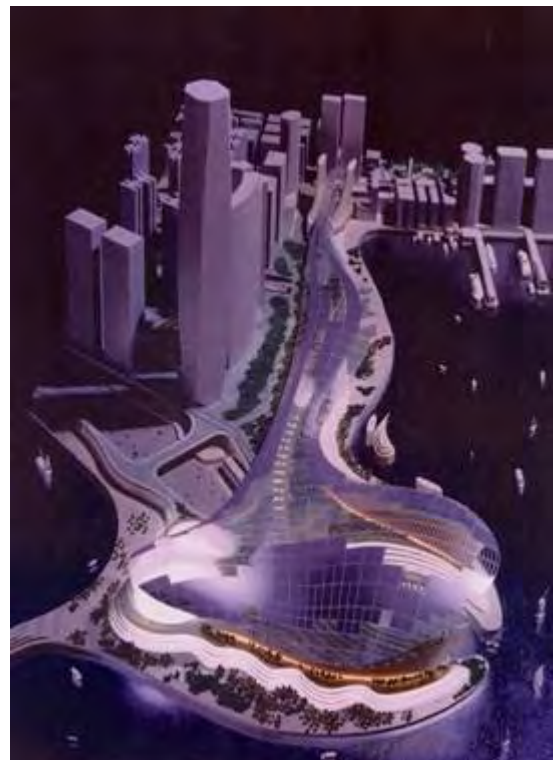
The sixth distinguishing aspect of the scheme is the skilful way in which integration can be achieved with surrounding neighbourhoods and complexes. The links to Kowloon Station and to Kowloon Park, in the east, are particularly good examples, as is the people mover supporting this linkage.

The seventh aspect is the viability of the scheme, which is technically straightforward, consisting of a large mall, two taller structures at either end of the site - one associated with the arts and cultural complex - and a large roof that is well within the ambit of known technology and experience.

Finally, as the eighth aspect, the jury was impressed by the well-argued case in support of the scheme.

In conclusion, the Jury felt that the great canopy would create an unmistakable landmark for Hong Kong. It would be a major tourist attraction. It would symbolize the community's vision of their city as a future centre of arts and culture and realise that vision with great style.

Link : <http://www.hplb.gov.hk/wkcd/eng/concept.htm>



香港建築師學會
就西九龍文娛藝術區發展計劃之會員意見調查
你對西九「天幕」概念之立場？

2.2 意見調查結果 (更新至 2005 年 9 月 25 日)

**HKIA Members' Opinion Survey on the
West Kowloon Cultural District Development –**

What is your view on the “Canopy” Design ?

2.2 Survey Results (updated as at 25 September 2005)



香港建築師學會
The Hong Kong Institute of Architects

香港建築師學會
就西九龍文娛藝術區發展計劃之會員意見調查
你對西九「天幕」概念之立場？

意見調查結果
(更新至 2005 年 9 月 25 日)

回覆數目：**186**

一、 你對西九「天幕」設計之立場？
What is your view on the “Canopy” design of WKCDD?

- 中立 / 無大意見： Neutral / no major comment : **21 (11%)**
- 支持 Support : **50 (27%)**
- 反對 / 有保留 Object / have reservation : **115 (62%)**

二、 若支持西九「天幕」設計，主要理據是？
Your major reason for supporting the “Canopy” design of WKCDD

- 同意以概念規劃比賽冠軍作品的設計概念為基礎：
Agree to adopt the first prize winning entry of the Concept Plan Competition as the basis. **22 (44%)**
- 同意「天幕」概念配合西九主題：創地標、顯文化、添悠閒：
Agree to the “Canopy” design which will be in line with the theme of WKCDD – making a new Hong Kong icon for culture and leisure. **20 (40%)**
- 其他 Others : **8 (16%)**
其他意見可瀏覽 For detailed responses, please refer to :
http://www.hkia.net/survey_w_kl_comment.php?q=2

三、 若反對西九「天幕」設計、或有保留，主要理據是？
Your major reason for objecting to the “Canopy” design of WKCDD

- 技術/環境方面 Technical / environmental concerns: **37 (32%)**
- 價值觀方面 Cost concerns : **34 (30%)**
- 其他 Others 其他 : **44 (38%)**
其他意見可瀏覽 For detailed responses, please refer to :
http://www.hkia.net/survey_w_kl_comment.php?q=3



香港建築師學會
The Hong Kong Institute of Architects

HKIA Members' Opinion Survey on West Kowloon Cultural District Development –

What is Your View on the “Canopy” Design ?

Survey Results

(updated as at 25 September 2005)

Total Responses : **186**

Q.1 What is your view on the “Canopy” design of WKCDD?

你對西九「天幕」設計之立場？

- Neutral / no major comment 中立 / 無大意見 : **21 (11%)**
- Support 支持 : **50 (27%)**
- Object / have reservation 反對 / 有保留 : **115 (62%)**

Q.2 Your major reason for supporting the “Canopy” design of WKCDD

若支持西九「天幕」設計，主要理據是？

- Agree to adopt the first prize winning entry of the Concept Plan Competition as the basis.
同意以概念規劃比賽冠軍作品的設計概念為基礎 : **22 (44%)**
- Agree to the “Canopy” design which will be in line with the theme of WKCDD – making a new Hong Kong icon for culture and leisure.
同意「天幕」概念配合西九主題：創地標、顯文化、添悠閒 : **20 (40%)**
- Others 其他 : **8 (16%)**

For detailed responses, please refer to 其他意見可瀏覽：

http://www.hkia.net/survey_w_kl_comment.php?q=2

Q.3 Your major reason for objecting to the “Canopy” design of WKCDD

若反對西九「天幕」設計、或有保留，主要理據是？

- Technical / environmental concerns 技術/環境方面 : **37 (32%)**
- Cost concerns 價值觀方面 : **34 (30%)**
- Others 其他 : **44 (38%)**

For detailed responses, please refer to 其他意見可瀏覽：

http://www.hkia.net/survey_w_kl_comment.php?q=3