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香港建築師學會

The Hong Kong Institute of Architects

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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
The Hong Kong Institute of Architects

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

The Hong Kong Institute of Architects

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. **嚴定發展條款，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。

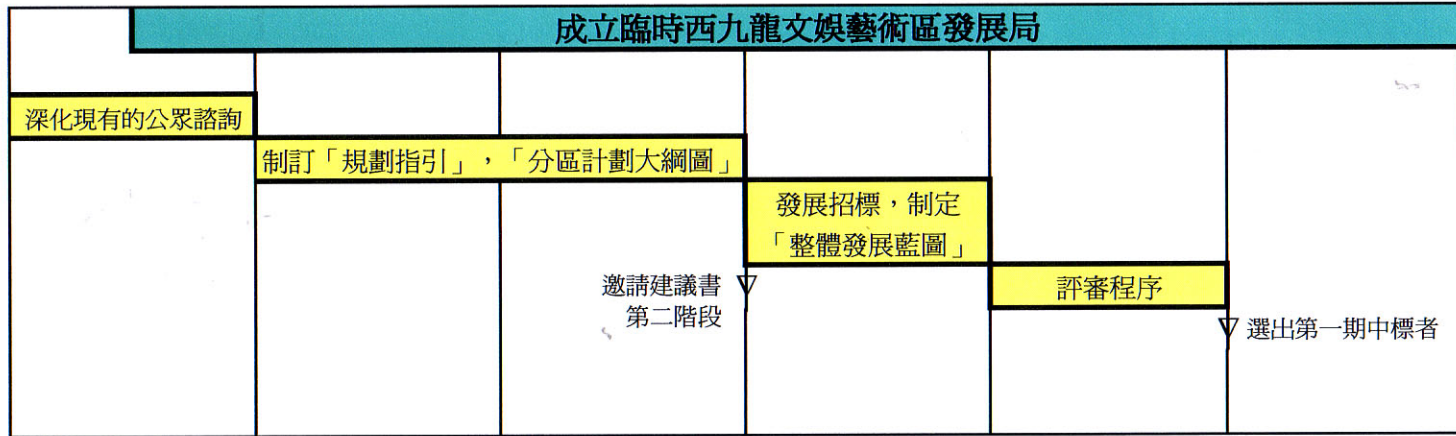
建議程序好處：

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。

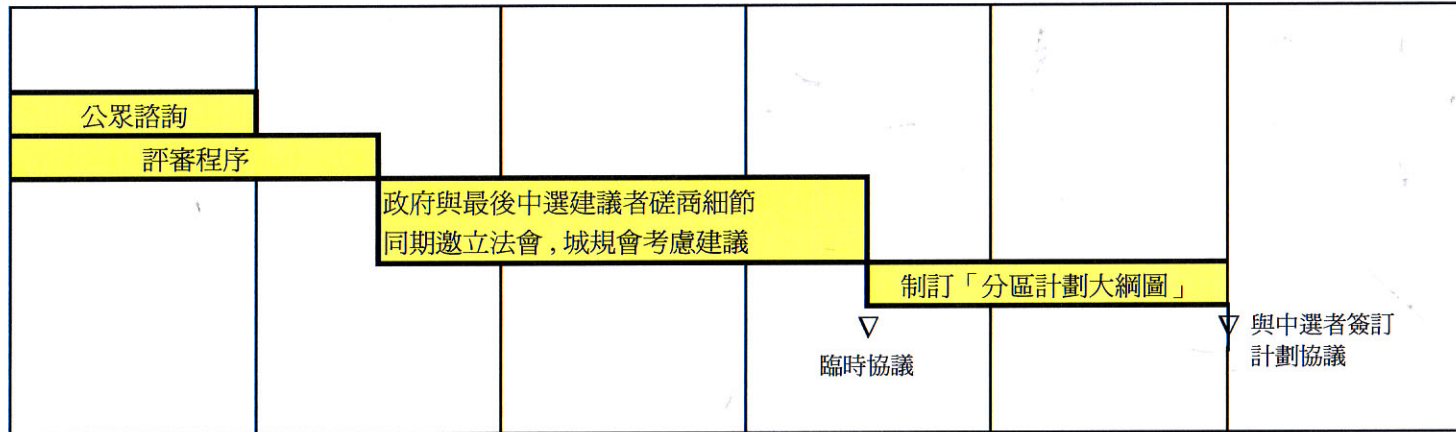
以「穩步漸進」為原則的規劃程序與現時「單一招標」方案的時間表比較

2005 2006 2007 2008

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



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





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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.