

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

Chairman and Members
Joint Subcommittee to Monitor the Implementation of
The West Kowloon Cultural District Project
Legislative Council
Legislative Council Secretariat
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong

Email: sc_wkcd@legco.gov.hk

Honourable Christopher CHUNG Shu-kun

A Contemporary Approach: Citizens' Co-ownership
For a Park That is Truly Ours
In West Kowloon Cultural District (WKCD)

The West Kowloon Cultural District Authority (WKCDA) has recently commissioned a public survey to study the operation of the future WKCD Park, the result of which will accordingly be used as “references for drafting the Park Bylaws”.

This position paper presents suggestions to WKCDA regarding the planning, operation and management of the future WKCD Park by 20 groups and 280 citizens who believe in our share in this significant open space.

Summary

- Bylaws are anachronistic to a contemporary cultural hub in need of a new kind of public culture. While Hong Kong already has laws governing public conduct and WKCDA aspires to go beyond LCSD park management, what are the justifications for the necessity of bylaws?
- We suggest 3 directions for people-centred and collaborative planning, operation and management of the Park:
 1. Conceive park management in a way that fosters trust among users, and between management and users. Value-based principles are more appropriate than rules.

2. Do not deepen the opposition between park users and management; adopt more participatory practices to encourage park co-ownership and co-management.
3. Envision the Park with contemporary values; encourage greater openness in its imagining, planning, operation and management.

We sincerely hope WKCDA can take cross-sector understanding and collaborative synergy into all aspects of its stewardship of the Park.

Our reasoning and recommendations are presented in our position paper on the following pages.

Position Paper

Bylaws are Not Necessary

While many have already voiced their doubts over the pre-positioned survey questions, we as a group of avid public space users question the need for park bylaws.

When Hong Kong has already had laws governing public conduct in public space; when nothing has yet been built for the future park we barely know anything about user habits in there, is it a good time to set the rules? (Ocean Park which opened its door as early as 1977 didn't have their first bylaws enacted till 2003.)

Most important of all, we have witnessed the discouraging effect of park bylaws on cultivating a vibrant public culture in LCSD-managed parks. Do we need a replication of that in Hong Kong's newest park? How well can bylaws with roots in distrust and managerialism serve us in a space that ought to cultivate openness, trust and diversity?

The reason that justifies a separate set of bylaws drafted for the future park would be that it is conceived as a space different from other public space or parks in Hong Kong. What is the *positioning* of the WKCD Park that would define it as a unique space? We feel this is a crucial question to be answered *first* before rushing to deciding what is allowed or not in the Park. What we need at this moment is a set of value-based principles, instead of bylaws.

In case we could only resort to the most unimaginative bylaws, we feel strongly that it should be a most minimal set of bylaws that give room to a maximal range of activities.

Three Approaches to People-centred Park Management

WKCDCA suggested in their focus group meetings that they will ensure “people-centred management” (人性化管理) in the Park. While WKCDCA has yet to elaborate on their principles, we would like to suggest 3 directions we consider central to people-centred park management.

1. Trust as a Guiding Principle

Instead of having a thousand clauses in the bylaws to regulate a thousand behaviors, we ought to trust people for having the abilities to communicate with one another, compromise their behaviors and co-live in a way that would accommodate the needs of different users.

As the space will be used by many, it exceeds the knowledge of any single party to deliberate on what is best for the Park. Pluralistic understanding for good planning can only be achieved thorough engagement and continuous communication.

Along this line, can we have a co-drafted “Park User Charter” in lieu of the top-down bylaws to co-design an agreed code of conduct in the Park, thus showing the long overdue recognition to users as respectable and reasonable human beings? Trust is a cornerstone to any policies rooted in people-centred management.

Case Studies

Lawn Map, an art group active in promoting the use of public green space in Hong Kong, practiced using minimal rules in its most recent programme *Exchange Square on the Lawn* that took place at Central and Western District Promenade (Central Section) over three weekends from June to July 2014.

Hundreds of people came and set up their own stalls to create a sprawling exchange market as they freely bartered and exchanged with each other. Rules were minimal, such as not using money and not exchanging obscene materials. The event ran so smooth it is a solid testimony of how “trust” can be a basis in imaging and operating a public space and event. To read more:
<https://www.facebook.com/events/464406293705053/>

The same practice has also been adopted by MaD (Make a Difference) in its Collaborative Programmes in Freespace Fest 2012 and 2013, and also its signature “\$0 Sq Ft” programme held in the two Freespace Fests, MaD@West Kowloon (2011-2012) and Free Marketeers in the Cultural Centre Piazza (2014). Thousands of collaborators have taken part in these projects, governed by a principle of trust and mutual communication, instead of prescriptive rules. See: <http://www.mad.asia/posts/509/Others/MaD-@-West-Kowloon-2011>
<http://www.mad.asia/posts/391/Others/Freespace-Fest---Collaborative-Programmes>
<http://www.mad.asia/posts/559/Others/>
<http://www.mad.asia/posts/604/Others/Cultural-Centre-Creative-Market:-The-Free-Marketeers>

2. Park co-ownership and co-management

We feel that people-centred management should not further deepen the divide between “park management” and “park users”.

Park management should be keen park users themselves who have good understanding of user behaviors and mentality. We don't think contracting or sub-contracting out pieces of tasks to front-line workers who conceive themselves as mere order-executors would be useful in shaping a park that celebrates diversity and openness.

Instead of having bylaws to enforce top-down restrictive orders, can we invite citizens to collaboratively come up with suggestions? Can the public, particularly those who care dearly about the development of the Park, take a more active role in the planning, operation and management of the Park?

International research and practices have confirmed community involvement as one of the most fundamental aspects of successful urban parks. Can we have any participatory mechanism that welcomes voluntary civic input in park operation, maintenance and community decision-making?

We hope WKCDA can form more continuous partnership with (potential) park users to achieve on-going objectives. This will help nurture citizens as park co-owners, lead to increased use, enhanced quality and richness of experience, facilities suited to local needs and promote a local sense of ownership and long-term sustainability of the Park.

References

Volunteer programmes have been an integral part of park management overseas. Due to space constraint, here we only include a couple of references:

- Central Park, New York (A wide range from horticulture programmes, family volunteering, programmes by dog-loving community to youth volunteering): <http://www.centralparknyc.org/support/volunteer/>
- Vancouver Parks Volunteer Programmes (such as one-day work parties, community garden, invasive plant removal and more):
<http://www.cityofvancouver.us/parksrec/page/vancouver-parks-volunteer-programs>

3. Envisioning the Park with Contemporary Values

WKCDA is envisioned to be a *contemporary* cultural hub for our city. The Park, a precious opportunity for the creation of a new kind of public culture, should also be imagined with ways of thinking that evolve with our time.

The Park is an excellent nurturing ground for a new kind of public culture, which has not been accommodated in quasi (or pseudo) public space formulated in conventional models. In line with the values we advocated previously, we recommend a more *open* approach.

More open and free space should be allowed in all aspects of the Park – both in terms of the actual physical space zoned for free use, as well as greater openness in its imagining, planning, operation and management. The civil society can be an active co-creator throughout all these processes, and collaborate with WKCDA on a park that is truly ours.

References

In the last decade, civic participation and cross-sector synergy have been adopted as conducive strategies for the realization of the most interesting public spaces in many countries. Some references:

- Dream Your City (a platform for quad-sector synergy for urban planning); its methodology was used to co-design the main town square in Hamar, Norway):
<http://ecosistemaurbano.org/english/dream-your-city-ecosistema-urbano-at-venice-biennale-of-architecture-2012/>
<http://www.harvarddesignmagazine.org/issues/37/network-design-dream-your-city>
- Park Fiction (a civilian-lead movement for the realization and continual operation of a public park in Hamburg, Germany):
<http://park-fiction.net/category/english/concept/>
- Sung-Seo pocket park project (A series of pocket parks in Seoul, South Korea, realized through participatory design processes):
<http://courses.washington.edu/quanzhou/pacrim/papers/Ahn-Park-paper.pdf>
- Union Point Park (Community-Driven Place Making in Oakland, California, US)
http://isites.harvard.edu/fs/docs/icb.topic980025.files/Wk%2013_Dec%202nd/Hou%20Rios_2003_Place%20Making.pdf

In the long run, WKCDA should regularly review what is possible in the Park – may it be its content or practices involved in its operation — to keep up with contemporary values and practices.

Last but not least, as a group of keen public space users and citizens **we are ready to join hands with WKCDA and your design team to foster participatory processes that lead to enhanced cross-sector understanding and collaborative synergy for the Park’s planning, operation and management.**

The public has entrusted a most valuable piece of waterfront land to the stewardship of WKCDA. We hope WKCDA, in the process of deliberating on bylaws, would think twice and avoid letting managerialism rule over cultural imagination, mutual trust and public enjoyment.

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

Jointly signed by:

Art Together
artisan
artmatters
artwalker
Atelier J-AR
Coffee Studio
Designing Hong Kong
Emptyscape
Hong Kong Culture Monitor
Hong Kong Institute of Contemporary Culture
Hong Kong Public Space Initiative
Hong Kong Urban Laboratory
Lawnmap Hong Kong
Living in Kwun Tong
Make a Difference Institute
Pocket Parks Collective
Renaissance Foundation
Samma-Kammanta
Simply Tezukuri
soundpocket

Nadim ABBAS	Artist
阿三	Art practitioner
AU Wing-yan	Art practitioner
Raees BAIG	
CHAI Ziwen	Writer/Director, Renaissance Foundation
Candy CHAN	Student
Caroline CHAN	
Cate CHAN	Student
Crystal CHAN	Art administrator
Danica CHAN	Environmentalist
Ivy CHAN	Assistant to LegCo member

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

CHAN Ka-yi, Ivy	Urban Farmer
Karl CHAN	Business graduate student
Kathy CHAN	Clerk
Kitty CHAN	Project director
Kurt CHAN	Art educator
Peggy CHAN	Art practitioner
Sindy CHAN	Student
Suk-on CHAN	Photographer
Teresa CHAN	Translator/editor/writer
CHAN Wing-sing	Art practitioner
陳逸敏	
CHAN Cheuk-him	Accountant
CHAN Kwok-hong	Technician
CHAN Kwong-wah	Artist
CHAN Sheung-shing	Teacher
CHAN Yi-kwan	Student
CHAN Yik-fung	
CHAN Yuk-man	Student
Jonas CHAU	
Joyce Yin-kei CHAU	Student
Shellley CHAU	Social worker
CHEN Yun-chung	University teacher
Gum CHENG	Artist
Haze CHENG	Art administrator
CHENG Ming-yau	Hong Kong citizen
Stanley CHENG	Sales coordinator
Winki CHENG	Art administrator
CHENG Yi-yi, Debby	NGO worker
CHEUK Kwun-yiu	Student
CHEUK Yin-lee	Student
Clara CHEUNG	Independent curator/artist
CHEUNG King-wai	Art practitioner/educator

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

CHEUNG Lai-sum, Lesley	Student
CHEUNG Sin-yui	Barista
CHEUNG So-lai	Researcher
Stephanie CHEUNG	Art practitioner
CHEUNG Wai-sum, Eddie	Artist/writer
CHING Chin Wai	Art practitioner
CHING Choi-lan	Marketer
CHIU Mei-ling, Ivy	Administrative assistant
CHIU Yin-yi	Executive assistant
CHO kai-kai	Farm member
Janet CHOI	Photographer
CHOI Sin-yi	Journalist
Thickest CHOI	Art practitioner
Christy CHOW	Teaching assistant
CHOW Ho-lam	Comic worker
CHOW Yiu-fai	Academic
CHOW Yun-han	Student
CHU Cheuk-ying	Student
Raymond Chi-yin CHU	University administrator
Kineks CHU	Student in Cultural Studies
CHU Yiu-kwong	Teacher
K.H. CHUI	
CHUN Yu-lau	IT specialist
Christina CHUNG	Art administrator
CHUNG Siu-hei	Artist
CHUNG Wai-ian	Art practitioner
CHUNG Wai-ian	Artist
Valerie C DORAN	Curator/art practitioner
Helen FAN	Art practitioner
FAN Wan-jen	Executive director
FOK Chun-wing	Landscape designer
FONG Ho-yin	Hong Kong citizen
Vangi FONG	Art practitioner

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

Chloe FUNG	Student
FUNG Hei-nam	Student
Wan-yin, Kimberly FUNG	University student
FUNG Wing-sze	Teacher
Elizabeth GO	Teacher
Andrew GUTHRIE	
HAU Chai-hsing, Karen	Art educator
HEUNG Sin-hung	Human resources
Cam HIGHFIELD	Housewife/freelance writer
Alfred HO	Urban researcher
Dicky HO	Student, ICARE Leadership Program and Computer Science, CUHK
Elaine W. HO	Art worker
HO Fung-lun, Sean	Artist
Iceberg HO	Research writer
Judy HO	Businessperson
HO Ka-ho	Guest actor
HO Kin-ji, Cherie	Student, Creative Media, City University of Hong Kong
Loretta HO	Researcher
Felita HUI	Art appraiser
HUI Sum-yee, Shirley	Art practitioner
Yvette HUI	Art consultant
IP Hong-ching	Student
Katrien JACOBS	
Chloe JIN	Student
Fion KHAN	Waitress
Mary Ann KING	Education worker
KU Wing-chun	Fine Arts student
Hanson KUM	Musician
Billy KWAN	Research planner/curator
KWONG Hiu-ching	Student
Lydia KWONG	Art practitioner
Albert LAI	Engineer
LAI Chung-yan	Graduate student, Cultural Management, CUHK

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

Edwin Kin-keung LAI	Teacher
Geoffrey LAI	Businessman
Monti LAI	Art practitioner
Amelia LAM	Art teacher
Andy LAM	Courier
Franko LAM	University undergraduate
Lam Hiu-ha, Kimi	Art practitioner
LAM Ka-man	Architectural graduate/architectural designer
Oliver LAM	Social Enterprise employee
LAM On-ki	Visual Merchandiser
Terri LAM	Journalist
LAM Tsz-ying	Marketer (hotel)
LAM Chi-yuen	Artist/businessman/electrical engineer/financial planner
LAM Chun-yu	Student
LAM Laam, Jaffa	Art practitioner
LAM Lui-kong	Photographer
LAM Po-yan	Student
LAM Pui-ling	Art practitioner
Christo LAU	Teacher
Gukzik LAU	Art practitioner
Louis LAU	Translator
Shirley LAU	Tutor/artist
LAU Tin-ming	Art educator
Tomy LAU	Student
LAU Hok-shing	Artist
LAU Tsz-chun	Laboratory technician
Ellen LAW	Arts administrator
LAW Nga-fai	Arts teacher
LAW Wai-shan	Artist/curator
LAW Yuk-mui	Artist
Bess LEE	Art administrator
LEE Chi-wai	Theatre practitioner
LEE Chun-fung	Art practitioner

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

Danny LEE	Research assistant
Joanna LEE	Writer/theatre practitioner
Kylie LEE	Student
Lee Suet-ying	Art practitioner
Tony LEE	Teacher
Wendy LEE	Art event organizer
William LEE	Teacher
LEONG Wing -sum	Executive
LEONG Ki-fung	Teacher
Carmen LEUNG	Art practitioner/administration staff
Evon LEUNG	Domestic engineer
Max LEUNG	Craftsman
LEUNG Mee-ping	Artist/art teacher
LEUNG Ching-wan	Art practitioner
LEUNG Hin-yan	Student in Cultural Management
LEUNG Po-shan, Anthony	Art practitioner
LEUNG Wai-yan	Visual Arts student
Joao LI	Writer
Noel LI	Artist
LI Sum-yi	Fine Arts graduate
LI Tsz-sum	Unemployed
LI Wing-shan	Marketing
Maggie LIN	Urbanist/artist
LIN Wai-shing, Peter	Journalist
LING Chi-ho	Student
Beryl LO	University student
Connie LO	Art student
LO Wan-ki	Theatre practitioner
LO Oi-yu	Hong Kong SAR permanent resident
LO Yan-wai	Documentary director
LOONG Tin-chi	Risk manager
LUI Tsz Hing	Year 1 student
LUI Kar-mun	Artist

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

LUI Wing-yan	Diamond & jewelry
Betty MA	Artist
MA Wei-yin	Art practitioner
MA Kwok-wai, Carol	Landscape consultant
MA Sin-ying	Buyer
MA Siu-lai	Art administrator
Emma MAK	Designer
MAK Ying-tung	Artist
Phoebe MAN	Assistant Professor
Paul MELSOM	Horticulturalist
MUI Lok-yee	Student
NAM Pui-kei	Teacher
Alvin NG	Student, Sustainable Studies, HK Polytechnic University
Annysa NG	Artist
Aster NG	Administrative officer
NG Chi-ho	Theatre practitioner
Grace NG	Writer
NG Ka-chun	Art practitioner
Kay NG	Citizen
Kingsley NG	Art practitioner
NG Hiu-chun, Emily	Education administrator
NG Kai-ho, Roger	Designer
NG Shu-ting	Graduate, HKICC Lee Shau Kee School of Creativity
NG Wai-chung	University student
Kellogg NGAI	Businessman
PAN Lau-yan	Graphics designer
Mandy POON	Writer
Yin-lai PUK	Designer
Sandy SHEK	Retiree
SHIU Lok-ting	Art administrator
Charlie SI	Community garden volunteer
Stephanie SIN	Artist
Lung SIU	Artist

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

May SIU

小兔	Writer
SO Wai-lam	Art practitioner
SUM Wing-man	Art practitioner
Mirana M SZETO	Arts educator
TAI Sau-wai	Art practitioner
Andrew TAM	Art practitioner
TAM Kar-wing	Artist
TANG Chi-chun	Architectural designer
TANG Wing-sze	Fine Arts student
Derrick TO Ching-hing	Architect
TONG Lai-wa	Student
Stephen TONG	Operations manager
Ami TSANG	Art student
Claudia TSANG	Art researcher
TSANG Wai-ming	Photographer
TSANG Yuet-ching	Senior supply chain officer
TSE Ka-kiu	Designer
TSE Pak-chai	
TSIM Hui-laam, Liv	Student in Fine Arts
TSUI Wing-yan	NGO project manager
WAN Hoi-wing	Church worker
Ren WAN	Freelancer
WANG Yau-chung, John	Student (Architectural History)
Ada WONG	Educator/social innovator
WONG Cheuk-wing	Artist
WONG Chi-ming	Artist
WONG Cho-kiu	Artist/student
WONG Chun-hoi	Art practitioner
WONG Chun-yam, Leo	Artist
WONG Fei-pang	Director of Indie Film
Ken WONG	IT

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

WONG Man-wa	Project Manager
Sean WONG	Student
Susanne WONG	Citizen/park user
WONG Sze-mei	Art practitioner
WONG Tsz-yin	Student
Vincent WONG	Citizen
WONG Wing-man	Student
WONG Wing-shan	
Winnifred WONG	Marketer
WONG Yiu-ming, Anthony	Musician/Chairman, Renaissance Foundation
WONG Yu-hin	Urban researcher
Justina WOO	Art citizen
Helena WU	Student
Simon YAM	Manager
Rachel YAN	Researcher
YAU kwan-kiu	Hongkonger
YAU Man	Teacher
YEUNG Ching	Officer
G YEUNG	Editor
YEUNG Mee-ling	Social worker
YEUNG Yang	Independent curator/writer
YEUNG Yu-yin	Internet technician
YEUNG Sau-churk	Retired teacher
Alvis YIP	Teacher/citizen
YIP Chung-him	Investment consultant
YIP Kai-chun	Art administrator
Wing YIP	Office lady
YIU Man-cheung	Student
YU Guy-tse, Bellini	Artist
Cally YU	Writer
YU Wing-kei	Artist
YUEN Che-hung	Storyteller

Position Paper on the
Planning, Operation and Management of the Future WKCD Park
Jointly Signed by 20 Groups and 280 Citizens
21 July 2014 (Version 2)

YUEN Chi-yan	Urban researcher
YUEN Man-tang	Student
YUEN Meipo	Art practitioner
YUEN Yuen-lung	Student
YUEN Yuet-hing, Cynthia	Urban-rural researcher
YUNG Chi-kin	Designer
ZHAN Yue-ser, Joseph	IT/arts administrator
Monit	Hong Kong citizen

(In case of discrepancies between the English version and Chinese versions, the English version shall prevail.)